



**CUSTOMER EXPECTATIONS ON SERVICES: A CROSS
CULTURAL PERSPECTIVE IN LATIN EUROPEAN AND LATIN
AMERICAN COUNTRIES**

by

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Abstract

Among the years, the interest in the study of customers' expectations about services has increased, due to its dynamic nature and importance to achieve a high understanding of customers' behaviour. Many sources of information have been identified in the construction of customers' expectations about service, however, none of them studied the influence of culture, as customers differ according to their culture. In this sense, the main purpose of this doctoral thesis is to understand the influence of culture in customers' expectations about services, in a cross-cultural perspective. Quantitative methodology was used to measure the influence of cultural dimensions on customers' expectations about service dimensions. This hypothetical relation was tested in countries with alleged similar culture to understand if all customers expect services dimensions equally and to understand the level of proximity among countries. This transnational research regarded the hotel service and data was collected from ten Latin countries: Portugal, Spain, France, Italy, Romania, Brazil, Mexico, Uruguay, Bolivia and Chile. About 1262 customers answered a questionnaire about their expectations about service dimensions of the hotel service and their cultural dimensions. Findings show that culture influences Latin customers' expectations about service dimensions. Although, the influence is different when dividing customers in terms of alleged cultural similarity, in Latin European and Latin American. Subsequently, when analysed individually, Latin countries have a low level of proximity in terms of expectations about service dimensions and are not culturally close. Theoretically the major contribution is the use of a cross-cultural approach in studying the influence of culture on customers' expectations about service, applied in countries with alleged cultural similarity. Also, produces a new scale to measure service dimensions, outlined and tested from the customers' point of view. Managers when marketing services internationally in Latin countries need to adapt the service offer to each country.

Resumo

Nos últimos anos, o interesse no estudo das expectativas dos clientes em relação aos serviços aumentou, devido à natureza dinâmica e à importância da análise do comportamento dos consumidores. Foram identificadas muitas fontes de informação na construção das expectativas em relação ao serviço, mas nenhuma delas estudou a influência da cultura, já que os clientes diferem culturalmente. Nesse sentido, o principal objetivo desta tese de doutoramento é compreender a influência da cultura nas expectativas dos clientes em relação aos serviços, numa perspetiva intercultural. A metodologia quantitativa foi utilizada para medir a influência das dimensões culturais nas expectativas dos clientes sobre as dimensões do serviço. Esta relação foi testada em países com cultura alegadamente semelhante para entender se todos os clientes esperam de igual forma as dimensões dos serviços e o nível de proximidade entre os países. Esta investigação transnacional foi aplicada ao serviço de hotel e os dados recolhidos de dez países Latinos: Portugal, Espanha, França, Itália, Roménia, Brasil, México, Uruguai, Bolívia e Chile. Cerca de 1262 clientes responderam a um questionário sobre as suas expectativas relativamente às dimensões do serviço e dimensões culturais. Os resultados mostram que a cultura influencia as expectativas dos clientes Latinos em relação às dimensões do serviço. Apesar da influência ser diferente na América Latina e Europa Latina, que possuem alegada similaridade cultural. Individualmente, os países Latinos não são próximos em termos de expectativas sobre as dimensões do serviço e não são culturalmente próximos. Teoricamente, a principal contribuição é a utilização de uma abordagem intercultural no estudo da influência da cultura nas expectativas dos clientes em relação ao serviço, aplicado em países com alegada similaridade cultural. Além disso, produz uma nova escala para medir as dimensões de serviços testada do ponto de vista dos clientes. Os gestores devem adaptar o serviço a cada país Latino.

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List of Abbreviations

Acronym	Meaning
A&H CI	Arts & Humanities Citation Index
ANOVA	Analysis of Variance
AvA	Achievement vs. Ascription
AVE	Average Variance Extracted
CD	Complexity degree
CL	Convenience level
COD	Country distance index
CPP	Contact personnel performance
CR	Composite Reliability
CSM	Covariance Structure Model
CTX	Nature of reality and context
DAF	Dispersion Accounted For
DCI	Degree of customer involvement
EFA	Exploratory Factor Analysis
ESR	Environment and social responsibility
EvA	Embeddedness vs. Autonomy
GDP	Gross domestic product
GLOBE	Global Leadership and Organizational Behaviour Effectiveness
HAC	Human activity
HDI	Human development index
HIE	Hierarchy
HRL	Human relationships
HUN	Human nature
ICP	Information and communication power
IND	Individualism
IQR	Interquartile Range
IT	Information Technology
KMO	Kaiser-Meyer-Olkin
LTO	Long-term orientation
MD PREF	Multidimensional Preference Scaling
MDS	Multidimensional Scaling

MDS PROXSCAL	Multidimensional Scaling for Proximity
ML	Maximum Likelihood
NOR	Nature orientation
NvE	Neutral vs. Emotional
PLS	Partial Least Square
POLY	Polychronism
SCI-Expanded	Science Citation Index Expanded
SDL	Service-dominant logic
SEM	Structural equation modelling
SPA	Space
SSCI	Social Science Citation Index SSCI
TIM	Time
UK	United Kingdom
USA	United States of America
UvP	Universalism vs. Particularism

1. Introduction

International trade in services is growing rapidly. In the OECD countries, between 2010 and 2014 (a period of slower economic growth), it has grown 24% in exports and 22% in imports (OECD, 2016). In fact, this puts into evidence that services, as banking, healthcare, insurance, hotels, transport and communication, have an important role in the global economy. Nowadays, all forms of value that have an intangible asset are a service, such as incorporating a product or just as selling it via internet. So, this is an era of the service-dominant logic (SDL) (Lusch & Vargo, 2006), where a transition from a physical product value-added logic to a service value chain happens. Besides the intangibility, other service aspects are also fundamental to understand this new logic. A special feature is the significant role that the customer plays in all the service process, since its creation. Actually, sometimes customer participation and involvement in the service is so intense that the customer becomes a service co-creator. Customers do not make a simple transaction, in fact, they build a relationship with the supplier. So far, services characteristics as intangibility, consumer participation or involvement, relationship and interpersonal interaction between consumer and employee, inseparability between production and consumption, and the difficulty of service standardization, makes it challenging to plan and manage a marketing strategy for a service.

It is clear that services efficiency and effectiveness is highly dependent on the profound understanding of customers (Bartel, Snow, & Cullen, 1996) and their satisfaction is the ultimate aspiration of every supplier. Customers will only be satisfied if the service performance matches up to their expectations (Wu, Huang, & Chou, 2014). In order to make and keep customers satisfied it is essential to understand what the customer expectations are about a service. Therefore knowing and managing customer's expectations is critical to service conception and management, because companies communicate what consumers expect for service performance (Kurtz & Clow, 1992). Nevertheless, customers present different characteristics according to their origin and culture, in other words, customers' expectations are different according to their national culture. Consequently, organizations have to adapt themselves to the national-level values of the culture in order to have success and function properly, providing insight on organizational procedures, norms and practices (Sagiv, Schwartz, & Arieli, 2010). Culture is a key factor when customers are building their expectations about a service. Consequently, customers from the same culture have, probably, the same expectations

about a service, because their cultural identity, attitudes and behaviour patterns are similar (Donthu & Yoo, 1998; Hsu, Woodside, & Marshall, 2013). It is very important to understand to what extent customers have truly the same culture and expectations about a service, and to not fall into any prejudgements. Hereupon, the research objectives are as follows.

The first and central issue of this research are customer expectations on services. The customer identifies desires and wishes about a service before the encounter. After the service encounter, the customer evaluates the service by analysing the previous expectations versus the real performance. The country dynamics where the customer lives, as being national experience (previous experience with the service) and cultural dimensions, have great influence on customers' expectations on services. Previous studies have focused on customer perceptions, which are analysed after the service encounter. However, it is fundamental to know what are customers' wishes for their service encounter before it takes place. For that understanding, it is also essential to know what influences the construction of those expectations. In addition, culture influences the creation of customer expectations, as their internal and external sources. Very few authors centre their research on a relation that drives this study, one of the cross-cultural major issues: customer expectations on services and culture. Hence, the first key objective of this thesis is to study the cultural influence in customer expectations about services.

As stated before, suppliers have to know previously what expectations on services customers have, and only then, can they conceive and commercialize the service in order to not only fulfil customers' needs, but also make them feel satisfied with the service. Once a firm decides to internationalize, it is essential to carefully select the foreign markets, and perform an extensive and complete market research (Javalgi & White, 2002). International managers can not underestimate the costs of internationalization by just relying on some analytical measures and tools from the foreign country, like the national GDP, levels of consumption and potential sales (Ghemawat, 2001), it is necessary a full understanding of the foreign market to carefully select them, and make an extensive and complete market research (Javalgi & White, 2002). Among other criteria, it is essential to analyse cultural climate that can affect business (Cateora, Gilly, & Graham, 2011). Therefore, marketers need to understand how their services are classified and perceived by customers across different cultures (Cunningham, Young, Lee, & Ulaga, 2006). Silva (2005) drew attention to the fact that future research should understand the contribution of the cultural factors to the development of international

movements in management. Customer expectations on services are directly influenced by external sources (word-of-mouth, implicit promises, explicit promises, third parties, tangibles) of information, as well as by internal sources of information (self-perceived role, personal factors, previous experience, involvement, overall satisfaction). In addition, moderator elements like age, gender, level of education, level of income and frequency of usage of the service can have effect on customers' expectations about a certain service. Therefore, the second objective of this thesis is to uncover if the moderator elements have an influence on customers' expectations and if by adding the cultural dimensions improves the power of predicting customer expectations about a service.

In the recent years it has been observed a growing interest in international marketing of services by governments, private institutions and academics (Javalgi & White, 2002). Academically there is a lack of studies in the international marketing of services, especially studies that make an extended cross-cultural analysis. The cross-cultural studies in the services sector are mainly made in developed countries from the north hemisphere (eg. Bartel et al., 1996; Cunningham et al., 2006; Donthu & Yoo, 1998; Laroche, Ueltschy, Abe, Cleveland, & Yannopoulos, 2004; Cheryl Lin, Tu, & Tu, 2007). In what concerns services expectations, it is fundamental to understand if customers from different countries, but with similar cultural background are influenced by culture. Hence, the third objective of this thesis is to understand if culture influences equally customer expectations about services in different countries with "similar cultural patterns". Moreover, this leads to the last objective, to understand the level of proximity or similarity among countries for each service dimension evaluated, considering the influence that culture can carry in customer expectations.

In terms of study context, a group of countries is much unexplored, where there is no consensus among authors in their clustering by cultural dimensions. Several authors have mentioned and studied Latin European and Latin American countries as a cluster. However, it does not seem to have reached a consensus about the existence of a Latin culture. If this cluster really exists, the Latin countries have similar cultures, what means that customer expectations on services are also similar and that services can be designed equally for this group of countries. However, if this cluster does not exist, there are no similar cultures and therefore no similar customer expectations on services, meaning that this matter forces service suppliers to adapt to each country. Culturally these countries are often considered very similar (cf. Brodbeck et al., 2000; Haire, Ghiselli, & Porter, 1966; Hofstede, 1980; House, Hanges, Javidan, Dorfman, & Gupta, 2004; Jesuino, 2002;

S. Ronen & Shenkar, 1985; Stankov, 2011). However, many studies dedicated to national cultures have tried to cluster countries based on cultural dimensions, and Latin American and Latin European countries do cluster differently from author to author. What indicates an incongruity when it comes to label Latin customers as equal and furthermore to face their expectations on services equally. The cross-cultural studies previously made are in fair disagreement in defining the countries that take part of the Latin cluster and in disagreement about the characteristics and values that define each cluster. In fact, cultural dimensions can be the main driver to explain if Latin Europeans and/or Americans customers expect their service equally. From this, another goal can be achieved, to understand if this “similar cultural patterns” are really similar.

Finally, researchers over the years have tried to classify services and service dimensions (eg. C. H. Lovelock, 1983), although there is a lack of studies from the customer’s point of view that apply the framework to an extended cross-cultural analysis. From the service dimensions stated, the last goal of this study is to produce a new scale of services dimensions validated by ten (Bolivia, Brazil, Chile, France, Italy, Mexico, Portugal, Romania, Spain and Uruguay) Latin countries.

As stated before, there is a wide range of services now, especially after the generalization of e-commerce worldwide. It would be very challenging for this research to consider all the services stated on the General Agreement on Trade in Services (WTO, 2015). Therefore, this research only focus on the tourism and travel related services sector (specifically in the hotel service). As it is one of the most important and fastest economic sectors of the world, representing 10% of the world’s GDP, 7% of world’s exports and 30% of service exports in 2016 (UNWTO, 2017b).

According to the previous stated research objectives, the research questions for this study are: (i) Does culture influence customer expectations about service?; (ii) What level of prediction cultural dimensions have in customer expectations about service, controlling the effect of moderator factors?; (iii) Does culture influence equally customers’ expectations about service in different countries with alleged similar cultural patterns?; (iv) What is the level of proximity among different countries? Structural equation modelling (SEM) is used to answer the first research question to detect if there is any influence of culture in the customer expectations about service. After perceiving the first question and using hierarchical linear regression, the impact of moderator factors on customer expectations is controlled, and then it is uncovered if the addition of cultural dimensions enhances the level of explanation of customers’ expectations about services.

As this is a cross-cultural study, the third research question is fundamental to understand if culture influences in an equal basis all customers from different countries when expecting a hotel service, in order to pursue that it is used multigroup analysis for SEM. Based on the previous results and using multidimensional scaling, the last question detects the level of proximity among countries in each service dimension.

This doctoral thesis is developed according to the previous research objectives and questions, and it is structured as follows.

Chapter I is devoted to the literature review of the main themes of the doctoral thesis and to the theoretical framework. Firstly, the identification and definition of the different cultural dimensions, and a proposal to group cultural dimensions. Secondly, the customer expectations definition, their importance in the service process, the factors that influence them, and especially the importance of culture in their construction. Thirdly, the definition of service dimensions, the identification of the level of control that service providers have in each service dimension, and then are proposed new service dimensions. Hence, based on the literature review, gaps are presented, research questions are stated and the theoretical framework is presented, by the development of hypothesis.

Chapter II is dedicated to the empirical research, namely the characterization and relevance of the study context, presentation of the methodology, data analysis and results discussion. The methodology followed is quantitative, due to the nature of this research and stated research questions. Four multivariate techniques were chosen to analyse the data collected through a structured questionnaire, in order to give a proper answer to the stated hypothesis. The first technique is structural equation modelling (SEM), the second technique is hierarchical linear regression, the third multigroup analysis for SEM and the fourth is multidimensional scaling. With a random sample of 1262 customers from ten different Latin countries (Portugal, Spain, France, Italy, Romania, Brazil, Mexico, Uruguay, Bolivia and Chile), the results show that culture influences customers' expectations about service, having controlled the moderator factors. And that this influence is different when dividing customers in terms of alleged cultural similarity, in Latin European and Latin American. Subsequently, when analysed individually Latin countries have a low level of proximity in terms of expectations of service dimensions and it cannot be considered culturally close.

Chapter III is dedicated to summarize the conclusions and to state theoretical and managerial implications. Theoretically, the major contribution is the use of a cross-cultural approach in studying the influence of culture on customers' expectations about

service. It also contributes with a multi-country analysis among Latin countries, where it is determined a low level of proximity regarding customers' expectations about services, and therefore, Latin countries cannot be considered culturally close. In terms of methodology, this research was applied in ten different countries from two different continents and with different levels of development. It also contributes to theory with the application of cultural dimensions that are rarely used and that are more accurate to measure cultural aspects in consumer centred themes. And with a new scale to measure service dimensions, outlined to be tested from customers' point of view for any service. This same scale, services dimensions scale, can be used by hotels to design their service offer, that will also help managers to take incremental management decisions. Besides this contribution to practice, this research also contributes in improving the understanding about customers' expectations about services and the importance of culture in influencing them, that can support managers in the definition of international marketing strategies. From here it is also possible to confirm that Latin customers have different expectations about services and therefore, managers need to adapt the service offer, and service processes, to each Latin country when facing internationalization processes.

CHAPTER I - LITERATURE REVIEW AND THEORETICAL FRAMEWORK

2. Cultural Influence on Services

One decade ago, in the called era of globalization, services became one of the most important sectors worldwide, not only in developed countries, but also in developing countries, pushed by the fast internationalization of service companies, that early turned into big multinational service companies (Javalgi & White, 2002). The worldwide growth in the services sector made it possible for customers to have some extended services offer, due to the borderless world. Customers can now easily search and choose a service, regardless of the country where the company is based. Therefore, customers have a higher bargaining power as well as a great influence over service providers. Service suppliers are always trying to provide the best service to their customers (Torres, 2014), in order to make them and keep them always satisfied. This may seem an ambitious objective, and it requires from the supplier an immense effort to deeply understand customers. In the first place in order to understand customers, service providers have not only to understand their needs, but also involve them in the service creation and taking in account their inputs to design service elements. Only then, can firms build a service package that the customer really wants to achieve, and that fulfils their needs (Chakraborty & Kaynak, 2014).

Actually, service providers consider more important the development process of a service than its output, on a service-dominant logic (Lusch & Vargo, 2006). Involving customers in the service process and understanding their choices and thoughts will help service providers creating value to customers and achieving service quality. The service process design, among other aspects, is also based on customer expectations about the service. Knowing customer's expectations is critical to service conception and management, since marketers conceive what customers expect for service experience (Kurtz & Clow, 1992). By now, it is clear that having a profound knowledge of customers is fundamental to successfully sell a service. Knowing what customers wants and desires when achieving a service, is to know what their expectations are about a service. The big challenge for service firms is to anticipate customer expectations, which are always changing, and then making it possible to reply with a service offer that will make and keep them satisfied. Even more challenging is having the ability to understand what are the aspects that influence customer expectations construction, where culture can take a major role in their definition.

2.1. Cultural Dimensions

In anthropology, culture is described as societies' customs and rituals. However, culture is an abstract concept and is not easy to define. It is like the personality of a person, but in this case it is the character of a group, how they express emotions, thoughts, move and plan (Hall, 1976; Schein, 2010). This identity is composed by shared elements, as norms, language, customs, traditions, espoused values, policies, ideologies, rules, climate, embedded skills, habits of thinking, mental models, linguistic paradigms, shared meanings, symbols, rituals and celebrations, that guide the actions of the group members (Schein, 2010). Even the act of thinking is modified by culture (Hall, 1976). Schein (2010) formally defines that "the culture of a group can now be defined as a pattern of shared basic assumptions learned by a group as it solved its problems of external adaptation and internal integration, which has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems" (p. 18). This implies that culture, besides the fact that is mostly intangible and invisible, it is not only shared by a group as it endures over time and influences all the group activities, making boundaries between different groups (Hall, 1976; Schein, 2010), also influencing the way the group solves its problems and the way that individuals interpret the surrounding world (Trompenaars & Hampden-Turner, 1997). Culture is also learned, not innate (Hall, 1976) and it implies that all the elements identified before are integrated together (Hall, 1976; Schein, 2010), and most of those elements are easily observable (Trompenaars & Hampden-Turner, 1997).

Some authors dedicated their research to understand cultural differences among people from different countries, and to define cultural dimensions that can be used to define people, countries or even to group countries into clusters. Indeed, under the surface of an explicit culture there are many hidden dimensions that guide individuals life and that builds an unconscious culture (Hall, 1976). The most used cultural dimensions in international business studies and consumer behaviour are from Hofstede, and sometimes are used Hall's high and low-context concepts (Cardon, 2008; Osland, Bird, June, & Mathew, 2000). In fact, from 1976 to 2011 Hofstede's cultural model is the most cited, followed by Trompenaars' cultural model and by Hall's cultural model in third place (Reis, Ferreira, Santos, & Serra, 2013).

2.1.1. Hofstede's Cultural Dimensions

Hofstede (1980) elaborated a simple model to integrate culture into studies, firstly in human resources management studies and later in business and marketing studies (Soares, Farhangmehr, & Shoham, 2007). Hofstede (1980) found that four independent dimensions could explain cultural variations between different countries. The author reached this conclusion, when he developed a survey in 40 different countries (between 1967 and 1973), using the responses of a survey to 117 thousand IBM employees. The first dimension identified was power distance that refers to which extent people believe and accept that power is distributed unequally, not all the individuals in societies have the same power. The second dimension deals with the opposition between individualism and collectivism, whether the society highlights the importance of being in groups or if the role of the individual plays a major role. Another opposition is labelled in the third dimension: masculinity versus femininity, in this dimension is all about what motivates the individual, to be the best, competitive and ambitious (masculine) or to give more importance to relationships than to money (feminine). The uncertainty avoidance dimension was expressed if the society feels threatened by the unknown or unstructured situations, a mix of anxiety and ambiguity that societies learned to deal with. Later two more dimensions were presented: long-term orientation versus short-term orientation (Hofstede, 1991), related to the choice of focus of people's efforts related to their past, present and future, and indulgent versus restraint (Hofstede, Minkov, & Hofstede, 2010), related to the gratification or control of basic human desires related to life enjoyment.

2.1.2. Hall's Cultural Dimensions

According to Holzmüller and Stöttinger (2001) the work of Hofstede (1980) has a positivistic orientation that includes only few cultural dimensions. On the other hand, Hall (1959, 1966, 1976) approach has an interpretative orientation based on three key cultural factors or aspects: space, time and context.

Time Dimension

Time is present and talks in all stages of life. A perfect example would be for instance how societies tend to divide cycles in ages or define a certain time to have a meal, or even to set the rhythm of speech. The time dimension is particularly important when interactions take place, where individuals are in a continuous interaction in society (Hall, 1959, 1976). Temporality or time can be divided into three kinds: according to its formality, by being known and taken for granted by everyone (as time sequence),

according to its informality, by being related to imprecise indications (as cycles) and finally according to its technicality, by being a system used by specialists only (related to time measurement). Besides these three different categories of time, each one has its own sets, isolates and patterns for each culture (nine different types of time) (Hall, 1959).

Regarding the formal time system, in Europe for example, the set is divided into days, in turn is divided into two categories of sets (hours and minutes), and each hour is divided into five-minute periods (smallest formal set). Depending of the culture, it can be common to apologize, or not, for being five minutes late. The weeks or the months are also formal sets. Seasons can be an informal set (e.g. Christmas season), related to climatic changes or agricultural activities. In terms of formal isolates, they include ordering (e.g. seven days of the week are in a fixed order), cyclicity (e.g. 52-week year), synthesisity (based on the addition of minutes or hours), valuation (time as value, it can be wasted or not), tangibility (it is considered a commodity, it can be sold, bought, wasted or saved), duration (it can be measured) and depth (the present is based on the past). Regarding the formal patterns, are related to time planning and schedule of future activities or events. For Americans for example, deadlines and objectives are quantified in time, and there are punishments if not accomplished (Hall, 1959).

Concerning the informal time system, there are some words that can characterize it a simple way, as for example “while”, “later” and “long time”. The informal time set it is very vague, it can range from an “instantaneous event” to “forever” and regarding for example a meeting appointment it can range from earliness (from five minutes to one hour) and lateness (from five minutes to one hour). For an American, being five minutes late for a meeting it is acceptable, however he will always have to apologize for it to the other person. However, an American considers insulting if someone runs fifty-five minutes late for a meeting, but in some other cultures, this delay is acceptable (e.g. Mexicans), as it doesn’t go over an hour (what is considered too late) (Hall, 1959).

The informal time isolates are urgency, monochronism, activity and variety. Urgency is related to the impression of time progression, if it goes quickly or slowly, and in each culture there is a different sense of urgency for the same situation and individuals can make more than one thing at time, as the Latin Americans that can make several things at the same time (Hall, 1959). On the other hand, variety is the degree of boredom, time moves fast when there is variety and if there is sameness, time moves slowly, distinguishing between short and long duration. Doing one thing at time takes place in monochronic culture, and in some cultures, there is a distinction for the activity level of

an individual (active or dormant). The informal patterns are difficult to specify, they exist, but not explicitly. For example, Americans can compartment time, fixing a proper amount of time for each activity and those time compartments are fixed, they think that time is fixed in nature, that is discrete and to be divided into segments, in order to do one thing at time. On the other hand, for Arabs those time compartments are not fixed, can be moved back and forth (Hall, 1959).

Monochronic time and polychronic time are used to organize activities using time and space dimensions that are highly linked and are functions of each other. When a polychronic individual and a monochronic individual are involved in the same task, they will face the process with different objectives and priorities. The monochronic time system is characterized by focusing in doing one thing at time, requiring and respecting schedules, taking job commitments very seriously. It keeps the individual stuck in its privacy, accomplishing its tasks set by specific time schedules and priorities, however it denies the access to context and focus on short-term relationships. In addition, a monochronic individual follows rules and carries out a task without interruptions and immediately. On the opposite, the polychronic time system has multiple things happening at the same time, focusing on continuous people involvement in activities, asking several questions to stay informed, not on restrict schedules, making it less tangible than monochronic time. Polychronic individuals do not have the main goal of pursuing achievements and their promptness is based on relationships that can last a lifetime, expressing concern for friends and building plans that can be easily changed to adapt to context. The polychronic cultures have more bureaucracies in their processes, sometimes it is needed an individual that knows how the bureaucracy works to solve problems (Hall, 1976).

The different characteristics between monochronic and polychronic cultures are briefly summarized in

Table 1, by understanding how time organizes individual's behaviour (Hall, 1976; Hall & Hall, 1990).

Table 1: Monochronic and polychronic cultures characteristics

Monochronic culture	Polychronic culture
Do one thing at time;	Do many things at the same time;
Concentration on the job:	Highly distractible and frequently interrupted;

Highly tangible;	More intangible;
Take time commitments seriously, focused on results;	Time commitments are an objective to be achieved, if possible;
Low-context and need information;	High-context and have information;
Commitment to the job is the main priority;	Committed to relationships;
Strictly carry out plans and schedules;	Easily change plans;
Concerned about not disturbing others, following rules of privacy;	Concerned with relatives and close friends;
Show respect for private property, not often borrow or lend;	Easily borrow and lend things;
Highlights promptness;	Promptness is based on relationships;
Sensitive to interruption;	Action chains are built around human relations;
It is important to be serious and committed;	It is important to be nice, courteous, considerate, kind and sociable to others;
Based on short-term relationships;	Strong tendency to build lifetime relationships;
E.g. Americans.	E.g. Latin Americans.

Source: Based on Hall (1976); Hall and Hall (1990)

Space

“The act of laying claim to and defending a territory is termed territoriality” (Hall, 1959, p. 187), means taking over, using and defending a territory. In fact, this is a basic behaviour of every animal that chooses a part of the territory and defends it from other members of his own group (Hall, 1966). The use and man’s perception of space from a social and personal perspective in the elaboration of culture is named proxemics by Hall (1966). Proxemics isolates a group, reinforcing its identity, and at the same time makes the group more unified with a proper communication pattern.

Man has developed two receptor systems “distance receptors”, as sight, hearing and smelling, and “immediate receptors”, as the skin, muscles and membranes. These two categories lead to different perceptions of space and to different relations between individuals in space, the information received by these receptors is modified by culture (Hall, 1966). The sensations experienced by the previous senses change with distance and determine which degree of involvement there is with another body, also influenced by the surrounding environment that can encourage or inhibit the development of those senses. When the individual moves around in a determined environment receives messages on his body, through his senses, to define his visual world. For example, the Japanese have a high focus in determining and organizing their living space, taking into account all of their senses.

This is a very sensitive issue. Balancing the use of space it's an essential human life component, as the space that individuals maintain among each other, how they build their houses, cities or use their office space (Hall, 1959, 1966). Involves space relations (formal level), individual space requirements (informal level) and boundaries (technical level) (Hall, 1959). The author Hall (1966) considers that when comparing cultures, and particularly the proxemics patterns, there is a pre-cultural sensory base that researchers should have into account three levels: the intracultural level (behavioural and based in man's biological past), pre-cultural level (based in the present and very physiological) and micro-cultural level, where proxemics observations take place with three aspects: fixed-feature, semifixed-feature and informal. The fixed-feature space includes objects that help individuals and groups to organize their activities and to behave, as for example the layout of buildings, villages, towns and cities. The semifixed-feature spaces are flexible and can be adapted, so that individuals can or not get involved, as they desire. For example, in Japan the inside house walls are movable according to its activities. The distances that individuals maintain in encounters with others set the informal space.

This space dimension has a high level of interaction, and as well as *time*, it is very different from culture to culture, with different meanings, establishing instruments to measure it (rulers, chains, walls). The distance between people when interacting is an important factor in a communication process, where the loudness of voice is a source of information about the distance between two individuals. These space dynamics are linked to action and reveal for example a person status, indicated by where the individual sits, or for example, the tone of voice is directly linked to the distance between individuals. The distance between people when interacting can range from very close (7 to 15 centimetres), where the voice is a soft whisper, to stretching the limits of distance (6 to 7 meters indoors and up to 30 meters outdoors), where it can take place a greeting (Hall, 1959). There are four types of distances (Hall, 1966), each one with a close phase and a far phase:

- *Intimate distance*: the individuals can feel each other by smell, heat and sound; they can feel each other breath. There is a high probability of physical involvement, individuals can wrestle or comfort each other (close phase). In a far phase, heads are not in contact, but hands can easily be brought together and can focus each other's eyes.

- *Personal distance*: individuals have an invisible bubble that separates them from each other, the voice level is moderate and the breath odour can be detected. At a close

phase, individuals can hold or grasp each other and at a far phase, individuals are at a distance of “arm’s length”.

- *Social distance*: it is where impersonal businesses take place. The head, nose, eyes and mouth can be sharply seen at a close phase, and it is commonly used when people are working together. At a far phase the discourse is more formal, it can be used in a work meeting between two individuals.

- *Public distance*: it is well outside the circle of personal involvement and the voice gestures and body posture are amplified, it is where the public performance takes place. At a close phase the voice is loud and specific body details are not visible (skin and eyes). At a far phase, the voice is even louder, and this is the distance that, for example, celebrities adopt.

In the Latin American countries, the interaction distance is closer than in the United States, a fact that sometimes can cause some embarrassment between Latin Americans and Americans, where Americans can accuse Latin Americans to suffocate them when an interaction takes place (Hall, 1959).

Context

Everybody depends on its culture, without thinking about it, as instinct, even innate behaviours are provided and based on formal systems of culture. Several aspects, as words, space, time, gesture or tone of voice, that makes sense in a cultural context, compose the individual communication structure. Culture is communication, and as any communication system has structure, components and message (Hall, 1959; Hall & Hall, 1990). Messages can be analysed into sets (the first thing the individual perceives, usually are the words), isolates (the components of the sets, the sounds) and patterns (the way that sets are put together in order to them a meaning, the syntax or grammar) (Hall, 1959). Language and culture are highly related. In fact, language reveals the cultural differences between individuals or groups. The spoken language is the primary extension, describes past, present or future events. And the written language is a second-generation extension, represents the spoken language, it reminds what have been or could be said. The body also communicates, it has its own language, movements, rhythm (e.g. night and day) and synchronization, which is translated into messages that sometimes are more truthful than the spoken language or complements the spoken language. In addition, the body posture and movement are different from culture to culture, it is interpreted according to its own cultural background and it is modified by culture. In reality, this nonverbal system is closely related to ethnic aspects present in each culture (Hall, 1976).

Individuals are subject to an enormous amount of information and cultures play an important role in helping them to select information (Hall, 1976; Hall & Hall, 1990). Contexting involves firstly thinking about past experiences, using the nervous system and the sensory receptors (internal/innate contexting) and then understanding the environment where the event occurs (situational/environmental contexting) (Hall, 1976). Culture is the most important dimension to perceive context, as culture influences the way that the individual thinks, looks at things, make decisions, order priorities and organize their lives.

Context and meaning are highly tied to each other, they can never be interpreted separately when an event takes place. Context does not have a specific meaning; it has several meanings. However, communication depends on the context that it takes place. Saying that, communications can range, in a continuum, from low to high-context messages. So, cultural systems can be considered of high context or low context (Hall, 1976; D. Kim, Pan, & Park, 1998).

In high context cultures, all the individuals share the information and it takes the form of simple messages with deep meaning, and non-verbal communication is used. As all the messages take a simplistic form, there is a higher awareness to rapidly select information without the use of mechanical systems. In terms of socialization, in high-context cultures, there is a group emphasis, characterized by a high involvement in life and in actions; however, individuals tend to be involved in different activities at the same time, still they try to maintain social harmony, avoiding criticisms. Accordingly, in high context cultures, individuals have long lasting connections and many aspects from human behaviour are not explicit because most group members know exactly how to behave and what to think.

On the opposite, low-context cultures are highly individualized and fragmented, with very low involvement with others, what turns out difficult to assign responsibilities to each individual. Therefore, individuals transmit most of the information verbally in a message with an explicit code, and those messages can be easily manipulated. Low context individuals tend to schedule every task and to resist and react to examinations. In a low context culture, many connections between individuals have a shorter duration and individuals have to explicitly communicate to others how to behave and think. Due to this, it is easier to enter in a low context culture than in a high context culture, because the society gives the necessary information to new individuals in order to participate (Hall, 1976; D. Kim et al., 1998).

Table 2 summarizes high context and low context cultures characteristics.

Table 2: High context vs. Low context cultures

High context culture	Low context cultures
Information is shared by all individuals;	Highly individualized;
Simple messages with deep meaning flow freely;	Most of the information must be transmitted in the message;
Messages are not with an explicit code;	Messages have an explicit code, with explicit words, sentences and grammar;
Awareness to select information and communications are more fast, economic and efficient;	Messages can be easily and rapidly manipulated and changed;
Use of non-verbal communication;	Communication is more verbal;
Do not use mechanical systems, emphasis on group orientation, making distinction between insiders and outsiders;	Use man's mechanical extensions and do not lose their cultural integrity (people become more like machines);
Higher involvement in life and with other individuals, people expect more from the others;	Little involvement with others;
Individuals with authority assume responsibility for all the subordinates;	It is difficult to assign responsibilities to individuals;
Higher commitment to complete action chains (sequence of events);	Alienated and fragmented;
People tend to be polychronic (involved with different activities, with different people at the same time, time is more flexible);	People tend to be monochronic (schedule their lives, do one thing at time, are highly organized);
Individuals avoid direct confrontation to maintain social harmony and intimate bonds;	Resist to self-examination;
Criticism is subtler;	Criticism is direct;
Reactions are more controlled;	Reactions are more visible;
Mediterranean cultures (e.g. France).	E.g.: Swiss and German.

Source: Based on Hall (1976)

One of the most frequent used dimensions, between 1990 and 2008, are from Hall, to study consumer behaviour and attitudes and intercultural communication in business (Cardon, 2008; Engelen & Brettel, 2011; Gong, 2009; Van Everdingen & Waarts, 2003; Wills, Samli, & Jacobs, 1991), and some of them specifically in services (Mattila, 1999; Winsted, 1997, 1999). Reardon and Miller (2012). Several researchers measured Hall's contexting concept. D. Kim et al. (1998) have empirically tested contexting by comparing various cultures (China, Korea and United States) in reality. Hall's conceptualization was empirically supported by this study, where Chinese and Korean cultures have high-context tendencies and Americans show a low-context tendency. Although this study was a good effort to measure context, it only captures a limited portion of Hall's context model

(Cardon, 2008). The authors D. Kim et al. (1998) admit that this culture model is very complex and needs a more accurate and comprehensive analysis. Hall's dimensions should be used by researchers to capture other relevant differences between cultures, specially communication links between cultures (S. I. Ng, Lee, & Soutar, 2007; Zhang, Beatty, & Walsh, 2008), and to study possible cultural shocks between customers from different cultures when perceiving service quality (Stauss & Mang, 1999). Although, some researchers had empirically examined Hall's cultural framework, it is not considered as being sufficiently submitted to peer review and confirmed by empirical scrutiny (Cardon, 2008; Kittler, Rygl, & Mackinnon, 2011; Reis et al., 2013; Taras, Roney, & Steel, 2009).

Although Hall (1976) gave many examples illustrating high and low-context cultures characteristics and behaviours, he never explained the method or analysis used to develop the model. Also, he tends to have some bias when analysing culture's context, preferring more high-context cultures than low-context cultures (Cardon, 2008; Kittler et al., 2011). Furthermore, it is advised that researchers that use contexting model should consider it has an undeveloped model without empirical validation. Future research should not be restricted to two-dimensional models, and to only one dimension, high and low-context (Reis et al., 2013; Vanderstraeten & Matthyssens, 2008). Although, Hall's context concept is extremely useful on one side, yet it has many limitations that make it hard to compare cultures that are apparently culturally close.

2.1.3. Schwartz's Cultural Dimensions

Individuals confront themselves, in each society, with basic issues and problems. It is possible to identify dimensions on which cultures differ based on the ways of response of individuals to those problems and basic issues (Schwartz, 2006). Schwartz (1992) adopts the view of values to explain the inter-country cultural variation, with evidence from 20 countries. Values are seen "as the criteria people use to select and justify actions and to evaluate people (including the self) and events" (Schwartz, 1992, p. 1) and the identified types of values have a moderate importance as a criteria of evaluation to individuals. In the research are identified 56 individual or single values and 10 primary motivational types of values that each single value is linked, and that are identified across cultures: tradition, conformity, benevolence, universalism, self-direction, stimulation, hedonism, achievement, power and security. Henceforward, Schwartz (1992) has identified two individual-level value dimensions that summarize and organize

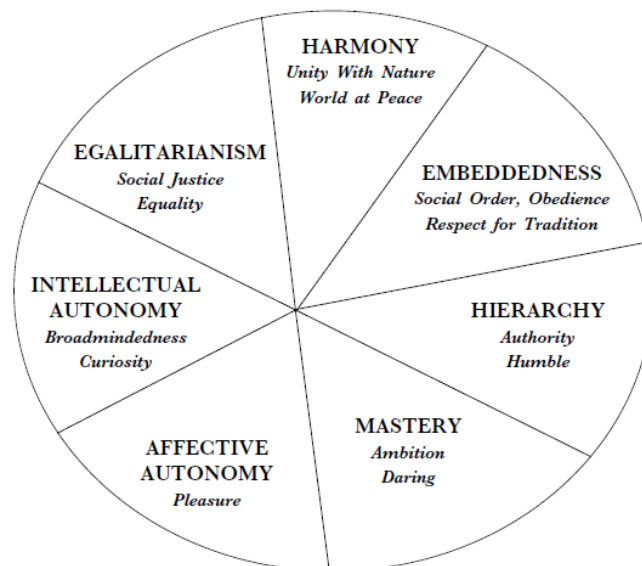
relationships among single and motivational values, the openness to change versus conservation (self-direction values in opposition to security, conformity and tradition values) and self-enhancement versus self-transcendence (power, achievement and hedonism values in opposition to universalism and benevolence values).

After several studies and different analytical techniques, Schwartz (1994, 2006) categorizes seven cultural value orientations in which national cultures differ, grouped into three pairs, which are conceptually meaningful and empirically validated to compare nations. The analysis was based on the individual's experience in pursuing different values in their life and on individual's values as a product of shared culture, by using his own value survey that included the 56 value items that reflect individual's essence of a shared culture and reveal their common cultural values. What makes this theory suitable to be applied in a culture-level or national-level (Schwartz, 1994, 2006). Value score based on country-level constructs should only be undertaken if there is a structural equivalence at the individual level between the countries in study (Fischer, Vauclair, Fontaine, & Schwartz, 2010).

Schwartz (1994, 2006) have set seven cultural orientations. The first one is embeddedness versus autonomy, where individuals are embedded in a group by participating in a shared way of life, by striving group's goals and by accepting group's norms (maintain the traditional/social order), or individuals are autonomous, building their own preferences, feelings and abilities. Still, autonomy can be split into two types: affective, when individuals independently pursue their affective desires and pleasures, with a goal of enjoying without censure, or intellectual, when individuals are free to pursue independently their own ideas, directions and rights, whether it is political or theoretical. The second pair of orientations is mastery versus harmony. In a mastery society, individuals seek for success through self-assertion and pursue their personal interests through the proactive change of the social and natural world. While in a harmony society, individuals accept, understand and preserve the natural world and social order, rather than change or exploit it, placing more emphasis on the group. The last opposition is hierarchy versus egalitarianism. In a hierarchical society individuals and resources are hierarchically organized with defined roles and predicted sanctions if they fail, with a well-established social order where individuals accept their position in the hierarchy. An egalitarian commitment occurs in cultures where individuals are seen as morally equal and are expected to care for others, sharing the same basic interests.

The three identified cultural dimensions and subsequent seven cultural orientations were empirically validated to a large number of nations around the world (Schwartz, 1994, 2006). A closer look to dimensions correlations, indicate that autonomy/embeddedness and egalitarianism/hierarchy dimensions had positive or negative associations, while the harmony/mastery dimension had a strong correlation with socio-economic development indicators (Schwartz, 2006). All the cultural dimensions presented are interrelated in a circular structure, whereas dimensions that are compatible are adjacent in the circle and incompatible dimensions are distant in the circle, as in Figure 1 (Schwartz, 2006).

Figure 1: Cultural dimensions: prototypical structure



Source: Schwartz (2006, p. 142)

Schwartz (1994, 2006) cultural dimensions were used to make cross-cultural studies in international accounting research (Ding, Jeanjean, & Stolowy, 2005), governance (Licht, Goldschmidt, & Schwartz, 2007), international management (Drogendijk & Slangen, 2006; Sagiv & Schwartz, 2007) and consumer behaviour (Hsu et al., 2013; Jahandideh, Golmohammadi, Meng, O’Gorman, & Taheri, 2014; Watson & Wright, 2000) research fields. Moreover, to make a new theoretical model for examining cross cultural differences (Jahandideh et al., 2014), giving empirical support and validating the theory. Due to the a priori theory-driven elements from other theories from social sciences, the use of value measures recognised cross culturally, the recent validation and sophisticated sampling techniques obtained from diverse countries, the Schwartz framework was considered very advanced in social psychology (Drogendijk &

Slangen, 2006; Licht et al., 2007; S. I. Ng et al., 2007; Sagiv & Schwartz, 2007). Even though, this theory has been labelled as a complement to Hofstede's model (Ding et al., 2005).

Some researchers have proved that Schwartz framework is a powerful tool to measure cultural distance from the Australian (S. I. Ng et al., 2007) and Dutch (Drogendijk & Slangen, 2006) perspective. It is one of the most appropriate theories to explain and predict culture's influence or impact on consumer behaviour. In fact, this model is powerful to explain aspects on the international services consumption (Hsu et al., 2013) and on international trade, as greater the cultural distance between two countries less trade between them (S. I. Ng et al., 2007). However, Magnusson, Wilson, Zdravkovic, Xin Zhou, and Westjohn (2008) has proved that cultural distance constructs based on Schwartz have a weak validity from the US perspective. So, depending on the country that is used as reference, this construct is not powerful to cluster culturally similar markets. Researchers should consider more alternatives; other cultural dimensions frameworks (Magnusson et al., 2008).

2.1.4. GLOBE's Project Cultural Competencies

In the beginning of the 21st century, findings from the GLOBE Project (House et al., 2004), Global Leadership and Organizational Behaviour Effectiveness, indicated a new perspective to measure cultural similarities and differences, from the organization point of view, mostly focused on organizational culture and attributes of effective leadership. The GLOBE Project (House et al., 2004) developed nine cultural dimensions, which helped to cluster countries. One cultural dimension is the uncertainty avoidance, related to individual's dependence on social norms, rituals and bureaucratic practices and the future orientation dimension is related to individual's engagement in future oriented behaviours, as planning, investing in future and delaying gratification. The power distance dimension is associated with individual's expectation and agreement that power should be stratified or concentrated in higher levels of a society or organization and the gender egalitarianism is related to individual's minimization of gender role differences and promotion of gender equality. The GLOBE Project (House et al., 2004) divides collectivism into two dimensions: institutional collectivism, related to member's encouragement practices of collective reward and distribution of resources; and in-group collectivism, connected to member's expression of pride, loyalty and cohesiveness in their organizations or families. The extent to which members of a society or organization

encourage and reward individuals for being fair, altruistic, friendly, generous, caring and kind to others, is the humane orientation dimension, and the encouragement and reward of individuals for performance improvement and excellence is the performance orientation dimension. The last dimension is assertiveness, related to individual's degree of confrontational, aggressive and assertiveness in social relationships.

2.1.5. Kluckhohn and Strodtbeck (1961) cultural model

Other authors, as Kluckhohn and Strodtbeck (1961) believed that the members of a group display constant orientations towards their view of the world, they are confronted with shared problems that emerge from relationships with others, time, activities or nature. Based on these orientations, it was developed a cultural model with five orientations, which are an attempt to answer to five common problems of all human groups. Cultures are distinguished by the solutions that they arrange for those problems. This field study has been applied in five small communities in the United States of America, the Mormons, the Spanish Americans, the Texans, the Navajo Indians and the Zuni Indians, that the authors considered that face similar problems, but solve them differently, what was called as "variations in value orientations" described below.

Human Nature Orientation

This dimension is related to the individuals' assumptions about basic nature and beliefs about other people, where the human nature can be divided into evil, neutral, mixture between good and evil, and good, and all can be stable or changeable in time (Kluckhohn & Strodtbeck, 1961).

Man-nature Orientation

Connected with the individual's attitudes and thoughts about nature, the man-nature orientation can range from subjugation-to-nature to mastery-over-nature, where in a subjugation relation, individuals accept all nature forces and do not try to change them, just adapt. In a mastery relation, nature can be put into the use of individuals, and controlled by them; this is the orientation of most Americans. There is an intermediate level of harmony-with-nature, where individuals try to maintain a balance between all nature elements, including themselves (Kluckhohn & Strodtbeck, 1961).

Time Orientation

This orientation is associated with the temporal focus of human life, the importance that societies give to past (guided by tradition), present (guided by immediate circumstances and needs) and future (guided by future needs and circumstances). Every

society has its own conceptions of these three time orientations, however each society gives different importance to each one, for example, the Spanish-Americans place great importance in the present-time or the Chinese that place great importance in the ancestors and on family traditions, have a past orientation, or even the Americans that place a great emphasis in the future (Kluckhohn & Strodtbeck, 1961).

Activity Orientation

This orientation is related with the individuals' mode of expression in activity, and has three variations or types: being, being-in-becoming and doing. The being orientation is characterized by activities that are spontaneous, as impulses or desires, so cannot be developed or planned, is focused on what the human being is, it has a present orientation. In a being-in-becoming orientation society the activity is focused on the action and in long-term objectives, it has a future orientation. The doing orientation can be translated in what the human being can accomplish with his activities, by the development of self-aspects in a short and long-term goals achievement, it has a present and future orientation (Kluckhohn & Strodtbeck, 1961).

Relational Orientation

This orientation is related with the mode of individuals' relationship to others that can be divided into three relational principles: lineal, collateral and individualistic. In an individualistic relation, attention is given to the autonomy of the individual, acting to support himself in a society where individual's roles and goals are autonomously defined by their merit. Collateral relationships are found in all societies, as individuals' goals and welfare are extended to the group, they treat each other as equals. In lineal relationships the individual relate to others hierarchically, in ordered positions, power and responsibility are not equally distributed throughout society (Kluckhohn & Strodtbeck, 1961).

The Kluckhohn and Strodtbeck (1961) study is one of the primary frameworks in the cultural orientations, so it has been used as a basis to develop new models (e.g. Hofstede, 1980, 1991; House et al., 2004; Maleki & de Jong, 2014; Schein, 2010; Schwartz, 1994; Trompenaars & Hampden-Turner, 1997; Yahyagil, 2015) or use some of these orientations to measure differences in cultural values in other countries (Cho, Kwon, Gentry, Jun, & Kropp, 1999; Maznevski, Gomez, DiStefano, Noorderhaven, & Wu, 2002; Smith, Dugan, & Trompenaars, 1996). The Kluckhohn and Strodtbeck (1961) cultural orientations were also used to understand and confirm that culture is an

underlying determinant of consumer behaviour (see Blankson, Cheng, & Spears, 2007; Henry, 1976; Watkins & Gnoth, 2011). In fact, Watkins and Gnoth (2011) used it to measure culture's influence in tourism and to evaluate its usefulness in cross-cultural research, interpreting the values in a cultural context and understanding behavioural preferences. Although, these cultural orientations are based on a conceptual and qualitative analysis, it has a positivistic orientation and it is based on the five communities' context (Holzmüller & Stöttinger, 2001; Maleki & de Jong, 2014). Maznevski et al. (2002) state that this cultural framework can be used in the cross-cultural management research due to its individual level of analysis, the dimensions can be found in all societies and are conceptually independent.

2.1.6. Trompenaars & Hampden-Turner Dimensions of Culture

Trompenaars and Hampden-Turner (1997) examined the values of members of organizations of a broad range of national cultures, where it was addressed seven dimensions of cultural values, partly influenced by Kluckhohn and Strodtbeck (1961). Essentially their work focused on how cultural differences influence business and management practices. As stated before, individuals from different cultures have different solutions for the same problem, because each problem is analysed under three different orientations: relationships with people, attitudes to time and attitudes to the environment (Trompenaars & Hampden-Turner, 1997). This results into seven dimensions of culture, as it follows.

Relationships with people

Under this orientation, five dimensions explore the way individuals relate to each other.

Universalism versus Particularism

Strongly based on finding general rules, the universalist approach has a sense of equality among all the group members, treated equally under the same rule. There is only one reality where all individuals agree and respect contracts and deals. The Latin countries Spain, Brazil and Romania scored as universalist cultures (Trompenaars & Hampden-Turner, 1997). A particularist culture puts in first place relationships and evaluates the circumstances, finding exceptions to the present circumstances, where individuals are not treated as "citizens" but by their level of relationship (example: father, husband, wife, special friend, ...). There are many perspectives for a reality, depending on the interpretation of each individual.

Individualism versus Communitarianism

People can firstly view themselves as individuals that can contribute to the community or firstly as part of a community that is shared by many individuals. The Latin countries Romania and Spain scored as individualist cultures (Trompenaars & Hampden-Turner, 1997). In an individualist culture, the main orientation is the self and their rights, what each individual wants, assuming total responsibility of its achievements. In a communitarianism culture the main orientation are the common objectives, assuming joint responsibility on its achievement; the interests and the rights of the group come first. Individualist cultures are often linked to modern societies, as communitarianism is often linked to traditional societies (Trompenaars & Hampden-Turner, 1997).

Neutral versus Emotional

A culture is considered neutral when individual's actions are objective and the emotions are controlled. They keep feelings controlled, however they cannot be interpreted as being "cold" people, and they just do not reveal their feelings or thoughts. In a neutral culture, there is limited physical contact, gestures and facial expressions (Trompenaars & Hampden-Turner, 1997). Typically, the Anglo-Saxon cultures, like North America, are paced by an efficient objectives achievement. Individuals that express their emotions and feelings, verbally or non-verbally, characterize an emotional culture. Usually individuals are very expressive and their emotions easily flow. Smiling, laughing and talking using the body movements and gestures are used without any inhibition. In fact, most of the communication is non-verbal.

Specific versus Diffuse

A diffuse culture is characterized by individuals that build relationships either with people from work or from their personal life. Once the relationship is built between two individuals, the space privacy of each other becomes merged. The diffuse culture is also called high context culture, where relationships and connections are more valued, what makes the diffuse culture richer and ambiguous, and creates a high barrier to foreigners to introduce themselves into these cultures (Trompenaars & Hampden-Turner, 1997). In a specific culture, also called low context culture, individuals separate their personal life from work and look independently and directly at objects and things before making any relation between them. These cultures tend to be flexible and adaptable, what makes the inclusion of a foreigner easier, however there is a great respect for the principles and moral rules (Trompenaars & Hampden-Turner, 1997).

Achievement versus Ascription

In a culture where the individual gains status by its own performance and is judged by their own accomplishments, the status is gained by achievement. So, in these cultures attribute status to people based on their achievements, on what they effectively do, and this is a continuous rewarding process. On the other hand, there are cultures where status is attributed by ascription or by right, based on the being or on the individual that is more admired by others (individual's age, class, gender, education, profession or even by social connections) (Trompenaars & Hampden-Turner, 1997). A culture can for example give more importance to people that have a specific scholar degree, using intensively the scholar titles and their status is defined by having or not that degree.

Attitudes to Time: how we manage time

The concept of time has two different views, one that sees time as linear sequence of events (sequential), and the other one sees time as a moving circle (synchronic), in a circle of events, with past, present and future all interrelated, ideas about the future and memories of the past shape the present (Trompenaars & Hampden-Turner, 1997). Each culture has its own way to approach time, with different attitudes towards the past, the present and the future. In some cultures, it is more important to plan future events, in others it is more important what was done in the past. So, in an interpretative approach, events can be planned based on past experience with expectations for the future, what indicates that past and future influences the decision-making in the present (Trompenaars & Hampden-Turner, 1997). Furthermore, the way that individuals think about time is related with activity and experiences organization (Trompenaars & Hampden-Turner, 1997).

Sequential versus Synchronic

Time can be approached as sequential, where events are seen as separate in a time line, organised in regular intervals, doing one thing at time. And time can be measured, where meetings are carefully scheduled and relationships must follow that initial plan. Time can also be approached as synchronic, or as polychronic (Hall, 1976), where events are seen together in time, as cyclical and repetitive, mixing the past, the present and the future in activities that run in parallel. Schedules are flexible and are subject to relationships in a synchronic time culture (Trompenaars & Hampden-Turner, 1997). For a synchronic person there is an ultimate goal to achieve, however the path to reach it is full of traps. A sequential person has a predefined path to follow to reach a goal (Trompenaars & Hampden-Turner, 1997). The cultures that have a synchronic approach

about time are also considered communitarian, particularist and where status is achieved by ascription (Trompenaars & Hampden-Turner, 1997).

Attitudes to the environment: how we relate to nature

Cultures differ in the attitude towards the environment and how individuals relate to nature. In some cultures, nature is seen as something very powerful and that must be feared. In other cultures, individuals believe that can control nature.

Internal direction versus External direction

There are two types of cultures that have different orientations towards nature. In one type, the internal direction cultures, individuals believe that they can control nature by their thinking and personal judgement; it is usual to individuals to resist to nature changes, and to show discomfort in any shifts that occur in nature. On the other type, the external directed cultures, individuals believe that must follow what nature defines, responding to external circumstances by searching information in the exterior; individuals are flexible and compromised with maintain harmony and peace, although some shifts can occur in nature, they are welcome and seen as natural. However, it is important to understand that any culture is exclusively inner-directed or outer-directed, because all cultures search for information inside nature or follow some nature directions (Trompenaars & Hampden-Turner, 1997).

Trompenaars and Hampden-Turner (1997) cross-cultural theory is one of the most cited (Reis et al., 2013), proposes a conceptual and qualitative analysis of cultural dimensions (Maleki & de Jong, 2014). Trompenaars does not make publicly available all the data used in their work (Magnusson et al., 2008) and the database does not support the work, putting into question its empirical support (Hofstede, 2011). In addition, the research was never peer reviewed in academic journals. Therefore, the results from this work are only indicative (Jacob, 2005).

Hofstede (1997) made several critiques to this theoretical model, putting into question aspects as: unfitted database (small and poorly matched), categories based on conceptual criteria, inability to score cultural dimensions results into each country, respondents were considered highly ethnocentric and insufficient number of countries to create a multidimensional model. Although, some authors (Wilkesmann, Fischer, & Wilkesmann, 2009; Yahyagil, 2015) consider the work of Trompenaars and Hampden-Turner (1997) consistent with Hofstede (1980, 1991) work. In fact, Trompenaars's cultural dimensions are always cited together with Hofstede's cultural dimensions (Reis

et al., 2013). Basically, both works want to understand the differences, and their reasons, of national cultures in different countries, focusing essentially on the shared values by individuals in organizations (Wilkesmann et al., 2009). And both works provided a similar methodology and similar epistemology to relate cultural dimensions (Yahyagil, 2015), what makes the cultural distance works based on these two cross-cultural theories to be convergent (Magnusson et al., 2008). In fact, Trompenaars' dimensions individualism vs. communitarianism is correlated with Hofstede's individualism dimension, and the achievement vs. ascription orientation is linked with the power distance dimension (Hofstede, 2011), that can be applied to the country level. The human-time relationship is very similar to Hall (1959) time dimension, and human-nature relationship is very similar to the Kluckhohn and Strodtbeck (1961) human-nature relationship orientation.

The Trompenaars and Hampden-Turner (1997) seven bipolar dimensions have been used as a conceptual approach to explain cultural issues, and can facilitate the understanding of the role of culture in specific groups, for example in businesses (Reis et al., 2013). However, these dimensions cannot capture emic attributes unique in each culture, its internal attributes (Williamson, 2002). Cultures are too much complex to be only explained by unilinear dimensions, so, future studies should examine not only differences, but also similarities between cultures (Jacob, 2005).

2.1.7. Schein's Dimensions of Culture

More recently, Schein (2010) have developed the topic of organizational culture, believing that leadership and culture are fully linked, however this link is more visible in organizational cultures and microcultures. In a macrocultural level (nations, ethnic and religious groups), the individuals rely on assumptions to make interpretations or to guide actions. Therefore, for any group, even in a macrocultural level, culture has three levels: artifacts (tangible structures and processes, observed behaviour), espoused values and beliefs (ideals, goals, values, aspirations, ideologies and rationalizations), and basic underlying assumptions. These basic underlying assumptions are essential to understand the other two culture levels and to define the group personality. Ultimately will be fundamental to understand culture formation, evolution and destruction. These assumptions can be about the nature of: reality and truth, time, space and human nature, human activity and human relationships. These new cultural dimensions are based on author's experience in different countries and on the work of other authors (e.g. Hall,

1959, 1966; Hofstede, 1980; Kluckhohn & Strodtbeck, 1961; Trompenaars & Hampden-Turner, 1997).

Assumptions about the nature of reality and truth

The assumption about the nature of reality and truth answers to the questions: what is real and how to determine if it is real? This assumption will guide the members of a group in determining the relevance of an information, interpreting that information, determining whether to act or not and determining the action (Schein, 2010).

To determine reality there are three levels (Schein, 2010). The first level is the external physical reality that is determined empirically or by scientific proof. The second level is the social reality that is reached by agreement in a group, as for example, the statements about ideology, meaning of life or religion are reached in a group by consensus between its members and the result becomes reality for the group. Moreover, the third level is the individual reality that is learned by self-experience and it is an absolute truth to the individual, which may not be shared by other group members. In fact, in a hierarchical group, the experience of an individual in a higher position is taken as valid and true. However, in an individualistic society the group members need a proof from the individual to trust in his experience.

Also, truth in macrocultures can be determined in a moralism-pragmatism dimension basis (Schein, 2010). A group can be moralistic, where there is a request for validation in the moral/traditional system, or pragmatic, where there is a request for validation by scientific criteria. This evaluation of truth depends additionally from the context, if the events have a clear meaning it is a low-context culture, but if the meaning varies according to the context it is a high-context culture. After reflecting about these assumptions and the sources of truth, the group decides if they have enough information to make a decision.

Assumptions about the nature of time

The assumption about the nature of time and space are symbolic categories fundamental to the social life and order (Schein, 2010). People from culture to culture have a different perception and experience of time, and this influences individual's interactions, communications and relations in a group. The creation and use of time has impact in a culture, for example: how much time takes an event? Or in what order the events are paced? Time can be a basic orientation, towards the past (focus on previous tasks), present (thinking about the instant) or future (emphasis on results). It can be about doing several things simultaneously where relationships are more important than task

efficiency (polychronic) or one thing at a time, where tasks are paced and done in a rigorous order (monochronic). Another aspect is about planning time, where individuals face time in a monochronic way with fixed objectives, and development time in contrast tasks take the time that is necessary to accomplish them successfully. Time can also be about different duration (e.g. minutes or monthly) or can be about how activities are paced.

Assumptions about the nature of space

Space, like the nature of time, has great influence on cultures, as it has symbolic meanings that rule the individual's actions in the construction and use of the physical environment. Space can be viewed by the aspects of distance and relative placement in relation to others, it can be intimacy distance (where contact and touching take place between individuals), personal distance (a personal conversation between two individuals), social distance (when individuals talk to many people at once, e.g. a teacher talking to the class), public distance (when an individual talks to a wide audience using a microphone for example). Space can also be viewed as symbols of space, where take place definitions of space type, size and ownership. And also can be viewed as body language, how individuals use gestures, how they position their body, in a conversation for example, and how individuals relate hierarchically (Schein, 2010).

Deeper cultural assumptions were identified, with the main goal to understand the human's actions and relationships in respect to their culture.

Assumptions about human nature

It is the meaning of being human, related to the basic human instincts, basic human needs and inhuman behaviour (Schein, 2010). Being human it is not only related to physical aspects, but also related to cultural constructs.

Assumptions about appropriate human activity

The human activity assumptions answer the question: how individuals act properly in their environment? Individuals can orientate their actions by (Schein, 2010):

- the doing orientation, where nature can be controlled by manipulation and the proper way to behave is to take active control of actions, controlling the environment, focused on things to be done efficiently;
- the being orientation, where individuals are subservient to the powerful nature, it cannot be influenced, they enjoy the present and accept the future;

- the being-in-becoming orientation, where individuals try to achieve a perfect union with the environment by developing their own capacities in harmony with nature.

Assumptions about the nature of human relationships

The last assumption is about the nature of human relationships, how individuals properly relate to each other, how they solve problems or how their intimate relations are. It related to the inside group dynamics, environment and emotions management. Every society must search for solutions to problems of identity and role, power and influence, needs and goals and acceptance and intimacy (Schein, 2010):

- the individualism and collectivism, linked to individual's and group's interests, in an individualistic society roles are based in a personal accomplishment and competition, in a collectivistic society the group membership and cooperation are more important when defining roles.

- the power distance, related to how people perceive their hierarchical position and how they influence and control others by using that position;

- basic characteristics and role relationships, can be characterised by the degree of emotionality (e.g. very professional relation or friendship relation), the degree of specificity vs. diffuseness (e.g. one specific reason for the relation or friendship relation), the degree of universalism vs. particularism (e.g. professional relationships or friendship) and the degree of status ascription vs. achievement (e.g. rewards are given by family membership or by merit).

Schein's multi-layered cultural model served as a basis for other studies in the organizational culture research area (Hogan & Coote, 2014; McAdam, Moffett, & Peng, 2012; Mouton, Just, & Gabrielsen, 2012). Additionally, the culture definition from Schein was adopted on GLOBE Project (House et al., 2004) and on the new multi-level model of culture developed by Erez and Gati (2004). However, according to Ginevičius and Vaitkūnaite (2006) it is very difficult to observe the basic assumptions defined by Schein, as they are taken for granted.

2.1.8. Cultural Dimensions grouping proposition

Several cultural frameworks that try to uncover cultural differences and to cluster countries according to those differences or similarities have enriched management research. Taking into consideration the presented models, some cultural dimensions from

different authors are very similar and can be grouped. In this grouping exercise the research made by House et al. (2004), Hofstede (1980) and Hofstede et al. (2010) are not considered, as they have an organizational logic and this research is based on consumption relations, so these cultural dimensions do not have impact on the service dimensions (consumer centred).

The other cultural dimensions have been already tested in the consumer behaviour field (see Blankson et al., 2007; Cardon, 2008; Engelen & Brettel, 2011; Gong, 2009; Henry, 1976; Hsu et al., 2013; Jahandideh et al., 2014; Van Everdingen & Waarts, 2003; Watkins & Gnoth, 2011; Watson & Wright, 2000; Wills et al., 1991), international management field (see Ding et al., 2005; Drogendijk & Slangen, 2006; Sagiv & Schwartz, 2007), namely in the international services field (Hsu et al., 2013; S. I. Ng et al., 2007) and in the services field (Mattila, 1999; Stauss & Mang, 1999; Winsted, 1997, 1999).

Table 3 presents a proposition to group cultural dimensions from Hall (1959, 1966, 1976), Kluckhohn and Strodtbeck (1961), Schein (2010), Schwartz (1994, 2006) and Trompenaars and Hampden-Turner (1997), that in fact are similar, when is taken into consideration the definitions of each dimension made by each author.

Table 3: Proposition: Cultural dimensions grouping

New Proposition	Brief Definition	Cultural Dimensions
Time	Temporal focus of human life, linked to the creation and use of time.	Time (Hall, 1959); Time orientation (Kluckhohn & Strodtbeck, 1961); Sequential versus Synchronic (Trompenaars & Hampden-Turner, 1997); Assumptions about the nature of time (Schein, 2010)
Space	Man's perception and use of territoriality and distances from a social and personal perspective in the elaboration of culture.	Space (Hall, 1959, 1966); Assumptions about Space (Schein, 2010)
Nature of Reality and Context	System composed by structure, components and messages.	Context (Hall, 1976); Specific versus Diffuse (Trompenaars & Hampden-Turner, 1997); Assumptions about the nature of reality and truth (Schein, 2010)
Nature Orientation	Individual's attitudes and thoughts about nature.	Mastery versus Harmony (Schwartz, 1994, 2006); Man-nature orientation (Kluckhohn & Strodtbeck, 1961); Internal versus External Direction (Trompenaars & Hampden-Turner, 1997)

Human Activity	Orientation of individuals' actions in their environment.	Activity orientation (Kluckhohn & Strodtbeck, 1961); Assumptions about appropriate human activity (Schein, 2010)
Human Nature	Individuals' assumptions about basic nature and beliefs about other people.	Human nature orientation (Kluckhohn & Strodtbeck, 1961); Assumptions about human nature (Schein, 2010)
Human Relationships	The level of intimacy of individual's relations and problem-solving capacity.	Relational orientation (Kluckhohn & Strodtbeck, 1961); Universalism versus Particularism; Achievement versus Ascription; Individualism versus Communitarianism; Neutral versus Emotional (Trompenaars & Hampden-Turner, 1997); Assumptions about the nature of human relationships (Schein, 2010); Egalitarianism versus Hierarchy; Embeddedness versus Autonomy (Schwartz, 1994, 2006)

The first three groups of dimensions are clearly based on Hall's cultural theory. Time related dimensions (Hall, 1959; Kluckhohn & Strodtbeck, 1961; Schein, 2010; Trompenaars & Hampden-Turner, 1997) compose the first group, concerning topics of cycles, rhythms, sequence and synchronization. Some authors (Maleki & de Jong, 2014) have already stated that polychronic vs. monochronic dimension from Hall (1966) is similar to sequential vs. synchronic from Trompenaars and Hampden-Turner (1997). The space related dimensions (Hall, 1959, 1966; Schein, 2010) focuses on the use and perception of a territory from a social and personal perspective, regarding also body movements and senses to organize the living space and the distance between people to define the level of interaction. Nature of reality and context dimensions (Hall, 1976; Schein, 2010; Trompenaars & Hampden-Turner, 1997) are related to language (verbal and non-verbal) and communication systems (messages and meanings), and regarding the information interpretation individuals take action, that can range from low-context (clear meaning) to high-context (meaning varies according to context). Even Trompenaars and Hampden-Turner (1997) have stated that their dimension specific vs. diffuse is analogous to Hall (1976) context dimension (Yahyagil, 2015).

The nature orientation dimensions (Kluckhohn & Strodtbeck, 1961; Schwartz, 1994, 2006; Trompenaars & Hampden-Turner, 1997) regard the individual's attitudes and thoughts about nature, if there is a mastery or a harmony relation with nature, a combination also confirmed by Maleki and de Jong (2014). Another group of dimensions is also related to nature, more specifically about the human nature. It is composed by

dimensions from Kluckhohn and Strodtbeck (1961) and Schein (2010), which are related to the basic nature of people, their basic instincts, needs and beliefs about others.

Human activity dimensions are related to the individual's mode of expression by actions (Kluckhohn & Strodtbeck, 1961; Schein, 2010), by being spontaneous and respecting natural circumstances, by planning activities focused on long term objectives or by controlling the environment to develop the self-aspects.

The group that congregates the highest number of dimensions is the human relationships (Kluckhohn & Strodtbeck, 1961; Schein, 2010; Schwartz, 1994, 2006; Trompenaars & Hampden-Turner, 1997), exploring the way that individuals relate to each other, also other authors (Maleki & de Jong, 2014; Yahyagil, 2015) have related these dimensions. It can be in a hierarchical way, where power is not equally distributed among individuals, in an individualistic way where the individual pursues autonomously (affective or intellectual) his own achievements or in a collectivist/egalitarian way, where individual's welfare is extended to the group by accepting also the group's norms. Similar dimensions from Schein (2010) and Trompenaars and Hampden-Turner (1997) regarding the relationship orientation, have also been specified, as emotional vs. neutral, universalism vs. particularism, individualism vs. communitarianism and achievement vs. ascription.

The cultural dimensions offered by the previous authors were used to group and classify countries into clusters. Countries with a similar culture compose each cluster and customers from those countries have also similar expectations for each service. Therefore, the service can be designed for the whole cluster. In the next section it is explored the customer expectations on services, namely the definition and the main sources.

2.2. Service Expectations

In a basic understanding, customer expectations are about what a service should offer (Parasuraman, Zeithaml, & Berry, 1988), an anticipation to a service experience (Wu et al., 2014). In the customer satisfaction literature expectations are viewed as predictions made and evaluated only by consumers when the service exchange happens, they are relative (with a subjective character) and influenced by customer perceptions, attitudes and affects (Parasuraman et al., 1988; Torres, 2014). Satisfaction is the evaluation between pre-exposure and post-exposure attitude components, and satisfaction consequences in turn revise in attitudes and intentions (Oliver, 1980).

Therefore, the evaluation is balanced between the ideal standard set by customers

and the absolute standard set by the experts, having in account past experiences and marketing campaigns (Parasuraman et al., 1988; Torres, 2014). Then, satisfaction is accomplished through the balance between customer expectations and the real experiences or perceptions (Wu et al., 2014). As this difference is lower, between customer expectations and perceptions, the customer has a higher satisfaction level and the company will benefit from it, as the customer will probably return to the company and eventually build a positive feedback about the company to other potential customers.

Concerning the services evaluation, as a result from a comparison of expectations with perceptions of performance, Parasuraman et al. (1988) developed a multi-item scale used to measure service quality called SERVQUAL, which conceptualizes service quality as a gap between customer's expectations and the perception of service provider's performance ($\text{Service Quality} = \text{Performance} - \text{Expectations}$). SERVQUAL is one of the most used service quality measure (Cronin & Taylor, 1992, 1994; Devlin, Gwynne, & Ennew, 2002).

This service quality assessment is a determinant of customer satisfaction or dissatisfaction with a service. Actually it is this balance, between customer expectations and real performance, that influences and affects customer satisfaction (Wu et al., 2014). So the customer is satisfied with a service when the service quality is decoded as superior standards that create a sense of value that matches or exceeds customer's ideal expectations (Torres, 2014). Therefore managing customer's expectations is critical to service conception and management (Kurtz & Clow, 1992).

Bowen (1990) states that the service providers must understand customers' perceptions if they want to design a suitable service for them. Nevertheless, perceptions are only knowledgeable after the customer experiencing the service, so, the service provider has to understand customers' expectations before the service experience takes place. What Bowen (1990) states can be applicable if the service provider before designing the service tries to understand customer expectations. Other studies, as Cunningham et al. (2006), refer that the research's main question is about customer perceptions of service dimensions, but actually they were not working on perceptions. It could only be about customer perceptions if the questionnaires were applied and answered by the customer right after the service encounter and if it is about a very specific service offer, what does not happen. Subsequently, the applied questionnaires are always measuring customer expectations on services, even if the customer has already experienced and consumed the service, this experience influences future expectations

about another service encounter.

Regarding specifically the customer expectations about a service, a first approach is given by the “Cognitive Model – Expectancy Disconfirmation” (Oliver, 1980), where customers form an attitude about a service provider on the basis of their prior expectations about the performance of the firm, and this attitude affects their intentions to purchase from that organization. This attitude then is modified by the level of satisfaction or dissatisfaction experienced by the customer during subsequent encounters with the firm. The revised attitude becomes a relevant input for determining customers’ current purchase intentions. In a simpler approach, expectations are desires and wants of customers about what a service provider should offer, an anticipation to a service experience, in the origin of the attitude formation and serve as an adaptation level for subsequent satisfaction decisions, as post-purchase decisions (Oliver, 1980; Parasuraman et al., 1988; Wu et al., 2014). Those expectations are either confirmed or disconfirmed by the customer during the service experience (Oliver, 1980).

A profound understanding of customer service expectations is fundamental to understand customers’ needs and therefore to improve services efficiency and effectiveness (Bartel et al., 1996). Authors have agreed that customers’ expectations are important but did not reach a consensus about the sources and key factors that influence expectations. Customers’ expectations are dynamic and are based in several factors (Parasuraman, Berry, & Zeithaml, 1991; Pizam & Ellis, 1999), influenced by the customer’s view of the providers’, provider’s image, traditional marketing activities (e.g. advertising), traditions, ideology or word-of-mouth (Grönroos, 1984). Also, before the initial service encounter every customer has its cultural identity, related to physiognomy, language and demeanour, as a background that influences all the service encounter process (Hopkins, Hopkins, & Hoffman, 2005).

Therefore, customers’ expectations have two main sources of influence, external and internal. One of the main external sources, focused by several authors is word-of-mouth (Clow, Kurtz, Ozment, & Soo Ong, 1997; Devlin et al., 2002; Dion, Javalgi, & Dilorenzo-Aiss, 1998; Frank & Enkawa, 2009; Kurtz & Clow, 1992; Stauss & Mang, 1999; Zeithaml, Berry, & Parasuraman, 1993; Zeithaml, Parasuraman, & Berry, 1990), related to the information that the customer gathers from other customers that already experienced the service, namely the satisfaction with previous experiences. Another external source are the implicit promises (Devlin et al., 2002; Kurtz & Clow, 1992; Lewis, 1991), composed by the image created by staff, the reputation of the service provider,

price of the service and physical environment. In the same way, explicit promises are also an external source of customer expectations (Clow et al., 1997; Devlin et al., 2002; Dion et al., 1998; Frank & Enkawa, 2009; Gilbert, Lumpkin, & Dant, 1992; Kalamas, Laroche, & Cézard, 2002; Poolthong & Mandhachitara, 2009; Stauss & Mang, 1999; TriȘCĂ, 2013; Webb, 2000; Zeithaml et al., 1993; Zeithaml et al., 1990), mainly communication forms, as for example advertising and contracts. Another external source of information are third parties (Dion et al., 1998; Gilbert et al., 1992; Kalamas et al., 2002; Kurtz & Clow, 1992; Parasuraman et al., 1991; Zeithaml et al., 1993), that can be experts or opinion leaders that are specialist in evaluating information about the service, it can also include specialized magazines, consumer reports and television programs. Lastly, tangibles are also an external source of information of customer expectations (Clow, Kurtz, & Ozment, 1998; Clow et al., 1997; Kurtz & Clow, 1992; Lewis, 1991; Parasuraman et al., 1991; Shao, Baker, & Wagner, 2004; Stauss & Mang, 1999; Zeithaml et al., 1993), that can include facilities cleanliness, decoration, the equipment used to perform the service and even the way that personnel of contact dress.

On the opposite, there are also internal sources that influence customer expectations. One of the major internal sources is the previous experience (Clow et al., 1997; Devlin et al., 2002; Dion et al., 1998; Gilbert et al., 1992; Johnson & Mathews, 1997; Kurtz & Clow, 1992; Parasuraman et al., 1991; Pizam & Ellis, 1999; Stauss & Mang, 1999; Thibaut & Kelley, 1959; Webb, 2000; Zeithaml et al., 1993; Zeithaml et al., 1990), related to the previous customers' exposure to the service, it can be an experience with the same service provider or with any service provider from the market. Personal factors are also an internal source (Frank & Enkawa, 2009; Kurtz & Clow, 1992; Pizam & Ellis, 1999; TriȘCĂ, 2013; Zeithaml et al., 1993; Zeithaml et al., 1990), associated to physical, social and psychological factors that shape the state of the customer. One internal source is the self-perceived role of the customer (Kurtz & Clow, 1992; Webb, 2000; Zeithaml et al., 1993), linked to the level of perception that customers have to influence the service they receive. The last internal source is the overall satisfaction (Clow et al., 1997; Devlin et al., 2002; Kalamas et al., 2002; Zeithaml et al., 1993), regarding the service provider cumulative performance in providing the service.

Customer expectations, and their main sources, are firstly influenced by cultural dimensions. A research performed by Lewis (1991) distinguishes expectations from the United Kingdom (UK) and the United States of America (USA) customers in relation to financial banking services. When it comes to physical features and facilities expectations,

the UK customers give more importance to privacy and USA customers give more importance to location followed by parking facilities. The USA customers give more importance to the contact staff to form service expectations than UK customers do, but these last customers are concerned about the use of staff suggestions to improve service. The USA customers are more concerned about the opening hours and the number of staff available to serve.

The ethnicity is also linked to cultural aspects, therefore, Bartel et al. (1996) studied the ethnic influence on service expectations, based on common language. The students were Canadian, Chinese, Italian, French and Asian customers living in Toronto and Vancouver and evaluated service dimension of financial services. Factors relating to investment issues, pricing, technology, account types and convenience were equally important to all groups. However, groups gave a different importance to service quality, available personnel, employee empathy and location. Therefore, it was concluded that there are differences in service expectations between the ethnic groupings studied.

Customers' culture can also influence customers' expectations on service quality, actually customers differ in their service quality expectations. Customers from different countries or cultures have different levels of service quality expectations because they differ in attitudes and behaviour patterns (Donthu & Yoo, 1998; Hsu et al., 2013). Additionally, Cunningham et al. (2006) admit that culture can be a strong determinant in the services evaluation by customers. Customers from different cultures or countries have different levels of service quality expectations because they differ in attitudes and behaviour patterns, a conclusion from Donthu and Yoo (1998) cross-cultural study in Canada, Great Britain India and United States. Hence, culture influences substantially on consumer behaviour and further studies of culture's influences on consumer behaviour are required (Hsu et al., 2013).

In sum, each country has its own culture, and as culture influences the way that the customer expects the service, there is a need of adapting the service according to the culture of each country. The cultural dimensions *time, space, nature of reality and context, nature orientation, human nature, human activity and human relationships* are used to characterize the culture of each country. In fact, several sources of information are part of customer expectations formation about a service (Parasuraman et al., 1991; Zeithaml et al., 1993), however other authors (Cunningham, Young, & Lee, 2005; Cunningham et al., 2006; Cunningham, Young, Ulaga, & Lee, 2004; Donthu & Yoo, 1998; Hsu et al., 2013) state that culture is a major influence on customer's expectations

about service. Nevertheless, it is important to understand if culture influences not only the expectations about service quality, but also other dimensions of the service. In the next section are presented several service dimensions, the identification of the level of control that the service providers have in each service dimension, and then new service dimensions are proposed.

3. Services Classification

Judd (1964) and Chase (1978) initiated the classification of services, identifying the most important dimensions that customers use to evaluate services, as the customer contact dimension. This effort is still made today, new service dimensions continued to be developed by many authors. The identification of the service dimensions that customers use is fundamental to this research, as these dimensions define the service and the service is evaluated through them. Furthermore, customers' have expectations for each one of the service dimensions. So, it is fundamental do understand the service dimensions that authors among the years have identified. As this research is outlined from the customers' point of view, it is made an identification of the service dimension that the service provider can influence and control, as these dimensions are the ones that the service provider can design in order to fulfil customers' expectations. Taking into account the service dimensions that are controlled by the service provider, it is proposed a new classification for service dimensions, that is tested later.

3.1. Services dimensions

There are several studies that make a classification of services, but only few designed a framework that can be applied to all service firms (Salegna & Fazel, 2013). The services classification is useful to highlight the characteristics that services have in common and to understand implications for marketing management (C. H. Lovelock, 1980), to develop segmentation and to targeting and positioning strategies (Stell & Donoho, 1996).

It was only taken into consideration in this study the services classifications that have more than 100 citations and the more recent services classifications, from 2005 until 2017 (Appendix A). The next step is to present in detail all those service dimensions used to classify services.

- **Degree of Customization or Standardization/Service package structure** – the extent to which the service can be personalized or the level of adaptation of the service to each customer needs and/or desires. As for example, an hotel can adapt his offer to customer's needs, and on the opposite, a fast food restaurant has less easiness to adapt its offer to customer's needs (Bowen, 1990; C. H. Lovelock, 1980, 1983; Salegna & Fazel, 2013). This service dimension is essential to define the level of customers' involvement

in the service, regarding to customers' choices to participate and even be part of the service creation.

- **Degree of Customer Contact** – the level of customer's presence in the service system and in the creation of the service. The degree or extent of contact can be measured by the amount of time that customers' must be involved in the service system in relation to the total time that it takes to serve him (Chase, 1978). Can range from low contact, where contact can be made by mail or online to direct contact for example (e.g. Amazon), to direct contact, with a significant face-to-face contact and consequently higher interaction (e.g. Hair stylist) (Bowen, 1990; Salegna & Fazel, 2013). Higher contact service systems are more difficult to control, as customers' are more involved and can influence: time of demand, nature and quality of the service (Chase, 1978).

- **Tangibility/Intangibility** – the nature of the service act, it differentiates between services that have a physical offer as the main part of the service (e.g. restaurant) and services that have mainly intangible assets, that are not physical in their nature (e.g. personal banking) (Bowen, 1990; C. H. Lovelock, 1980, 1983; Salegna & Fazel, 2013).

- **Relationship or Interpersonal Interaction** – the type of relation between customers' and the service provider, it can be a formal (membership) or a no formal relationship (low involvement) (Cunningham et al., 2006; C. H. Lovelock, 1983).

- **Nature of Service Delivery (continuous or discrete transactions)** – the degree of on-going relationship between customers' and the service provider, related to the nature of the service delivery. If customers' have a formalized relationship or a membership with the service provider it is a continuous service (e.g. bank account), but if the service occurs in one only isolated transaction it is considered a discrete service with no formal relation (e.g. Bowen, 1990; C. H. Lovelock, 1980, 1983). Once the transaction is initiated the service provider has more information about customers, facilitating segmentation and communication actions (C. H. Lovelock, 1980).

- **Judgment/Decision** – to which extent contact personnel exercise judgment when meeting customers' needs, for example legal services have a high judgment from the contact personnel, however a public transport has a low judgment from the contact personnel (Cunningham et al., 2006; C. H. Lovelock, 1983). In addition, it is related to the nature of necessary information for accomplishment of a task by employees. The importance of employees is higher when decisions are more complex, as employees clarify customers' doubts (Mills & Margulies, 1980).

- **Switching** – the degree that customers perceive if it is easy or difficult to change from service provider. If customers found that is easy to switch from service provider, it means that customers are not satisfied in each transaction and this ultimately will increase competition in these services. In turn, service providers can build loyalty programs to avoid customers to switch firms (Bowen, 1990; Cunningham et al., 2006).

- **Effort** – the value that customers' put into service is related to measurable aspects as money, time and energy that customers are willing to spend for the transaction occur (Murphy & Enis, 1986).

- **Consumer Involvement or Customer Participation** - the amount of customers' participation in creating a service, which has a high variation degree from customer to customer (Bowen, 1990). It is mainly about if the customer plays an active role in the service encounter, for example in IT services customers' participation is low, as services can be performed without their participation (Van der Valk & Axelsson, 2015).

- **Place Orientation or Value added back office/front office** – the service process can take place in several places, it can be a combination of front office, back office and virtual spaces (C. Liu, Wang, & Lee, 2008).

- **Degree of Labour intensity** – the level of resources offered by the provider to accomplish the service process. It is composed by labour, goods and knowledge attributes (C. Liu et al., 2008; Schmenner, 1986).

- **Extent of demand/supply imbalances or Variety of customer demands** – demand fluctuations over time. It is related to the extent to which supply is constrained: a peak of demand can be met without a major delay (e.g. electricity) or a peak of demand exceeds capacity (e.g. restaurant) (C. H. Lovelock, 1980, 1983)

- **Diversity of demand** – the uniqueness of customers' demands. When facing a high diversity of demand the organization does not have enough information to provide the service to customers, what ultimately is related to the inability of the company to customize/standardize the service (Larsson & Bowen, 1989).

- **Physical Environment or Physical goods and facilities** – general, functional and environment characteristics of the service provider (comfort, cleanliness and convenience). The physical environment can influence customers' behaviour, as can influence the creation of an image of the service (Bitner, 1992; C. Lin, Nguyen, & Lin, 2013). The service delivery can take place when customers consume a non-durable good

(e.g. restaurant), buys the right to use a durable good or facility (e.g. hotel room) or evaluates physical goods and facilities (e.g. medical care) (C. H. Lovelock, 1980).

- **Product/process focus** – the focus of the service provider can be on what customers acquire (product) or on how the service is delivered to customers (process) (Shafti, Van Der Meer, & Williams, 2007; Silvestro, Fitzgerald, Johnston, & Voss, 1992).

- **Personal quality of an employee: behaviour/contact person/friendliness** – the behaviour characteristics of the contact personnel from the service provider. Customers evaluate the service through the service provider contact personnel, so the customers' satisfaction with the core service is influenced by the satisfaction with the contact personnel (Crosby & Stephens, 1987). Essentially, customers evaluate employee's performance, composed by the sub-dimensions professionalism, willingness to help, helpfulness, reliability, empathy and pleasant appearance (Jankalová, 2016).

- **Value (Pricing and timing)** – the relationship between customers' expectations about a service, the price paid for it and the time for acquiring or consuming the service (C. Lin et al., 2013).

- **Service Delivery (collective and individual)** – customers can share time, space or equipment when consuming the service. If the service is consumed by many customers at the same time (e.g. music concert) or if it is consumed by many customers at different points in time (e.g. car rental) (C. H. Lovelock, 1980, 1984; S. Ng, Russell-Bennett, & Dagger, 2007).

- **Customer's service encounter activity sequence** – the steps that form the service encounter defined by customers in order to fulfil its needs in a service transaction. It has two components. The first is the degree of discretion, freedom and decision-making power, related to the customers' degree of freedom to make his own service encounter activity sequence. The second is the degree of repeatability, related to the frequency of repeating the steps of a service encounter and its application from one customer to another, a high degree of repeatability allows the service process to be more standardized (Collier & Meyer, 1998).

- **Number of pathways built into the service system design by management** – the steps that form the service encounter are defined by the service provider. Two aspects define it: number of unique pathways and management's degree of control designed into the service delivery system. The first one is associated with the predefined routes (by the service provider) that customers can choose when developing its own unique service

experience, selecting the route or routes through the service delivery system. The second aspect is related to service provider's decisions about facilities, jobs and process design, directly related to the freedom of customers to design its service delivery (higher management control over the service delivery system reduces customers freedom) (Collier & Meyer, 1998).

- **Communication/Communication Time** – all the forms of communication made between the service provider and customers (Venkateswaran & Maleyeff, 2011). All types of communications made by the service provider can affect customers' expectations about a service, as advertising on media. The service provider has to communicate accurately what the service is, what promises, because customers will raise expectations about a service influenced by those communication promises and expect them to be fulfilled (Parasuraman, Zeithaml, & Berry, 1985). There is also the communication made between customers and the company employee's, the direct contact between the customers and employees (Kellogg & Chase, 1995; Mills & Margulies, 1980).

- **Intimacy/Attachment** – the level of confidence and trust between the service provider and customers during the service encounter (Kellogg & Chase, 1995). And the employee's identification with customers (role in the task performed) and to conflict potential (due to customer-employee involvement) (Mills & Margulies, 1980).

- **Information (richness or asymmetry)** – the level of information exchange between the service provider and customers. In service companies, the information exchange is of primordial importance, because of its intangible nature, service providers rely on information to effectively communicate, bond with customers and ultimately sell the service. This dimension has three other aspects that should be taken into account: information quantity (amount of information transmitted between the parts involved), information quality (if the information is crucial or not to accomplish a task, which can be transformed into knowledge) and confidentiality (Mills & Margulies, 1980). An accurate rich information translates the value of the information that employees give to customers when exchanging the service (Daft & Lengel, 1984; Kellogg & Chase, 1995). However, the information can be asymmetric, what can present difficulties for customers when evaluating service quality (Krishnan & Hartline, 2001; Rushton & Carson, 1985; Zeithaml, 1981).

- **Equipment/people focus; People-based vs. Equipment-based** – the level of participation of the contact personnel and of equipment on the service core. Services can be distinguished as being performed by people (e.g. management consultants), where the contact personnel are fundamental to deliver the service and is part of the service core. Or by equipment (e.g. airline or vending machine), where is needed some kind of equipment to the service core, essential to deliver the service (Silvestro et al., 1992; Thomas, 1978).

- **Differentiation or Divergence** – the definition of the service mix in order to distinguish it from competitors (Bowen, 1990; Shostack, 1987). The divergence concept is related to the freedom of designing service process steps, if the service is highly divergent when in every part of the performance process is unique (e.g. architecture, law and consulting services), involving high levels of judgement, discretion and situational adaptation. A divergent service is also more difficult to manage, control and distribute due to its high level of customization or personalization. If the service is of low divergence it is mostly standardized, leading to cost reduction, to productivity increase and to easiness of distribution, leading ultimately to economies of scale (Shostack, 1987).

- **Importance of People/Employees** – front line employees are a driver of customer loyalty, they anticipate customers' needs, customize service delivery and build personalized relationships. From the customer's perspective, the encounter with service personnel is one of the most important steps of the service process. It clarifies customers' perception of the service provider. From the service provider perception, the frontline employees are a source of differentiation and of building/sustaining a competitive advantage; they are part of the core service and of the brand. That's why employees in service firms are so important, they can decide, for example, if service is delivered with excellence (Bowen, 1990; C. H. Lovelock, 1984).

- **Multi-site vs. Single-site delivery** – the location of the service delivery. The service can be performed at a single location (e.g. hospital) or at multiple locations geographically different (e.g. airline company with worldwide desks) (C. H. Lovelock, 1980, 1984).

- **Breadth of service package** – the number of services that compose the whole service. The breadth of the service package can range from a single service delivery (e.g. haircut) to a package of several services (e.g. commercial airline trip). This dimension

has important marketing implications in bundling service decisions (C. H. Lovelock, 1980).

- **Timing and duration of benefits/Permanent effect vs. temporary effect** – the duration of the benefits received when acquiring the service. This dimension ranges from benefits received during the service delivery (e.g. hotel room) to benefits received for a long time after the service delivery (e.g. college education). It is important to determine the buying frequency and to understand the duration of the service evaluation (C. H. Lovelock, 1980).

- **Allocation of capacity to customers** – the management of service capacity by the service provider according to demand fluctuations. Differentiates between services allocated individually in advance (e.g. restaurant) and services allocated in order of incoming (e.g. movie theatre). This dimension has particular importance when it comes to manage demand fluctuations (C. H. Lovelock, 1980).

- **Time defined vs. task-defined transactions** – the definition of the service according to the duration or to the accomplishment of a task. Services are difficult to measure because of its intangibility, so services can be defined by time (e.g. hotel room nights), by task accomplishment (e.g. airline trip) or by a combined approach (e.g. telephone subscription) (C. H. Lovelock, 1980).

- **Nature of customer/service system interaction** – the level of customers' interaction in the service system. It can be a direct interaction or without interaction (e.g. self-service). When customers' interact with the service process can lead to disturbance in the service delivery, however, by interacting customers' can create the service itself (Wemmerlöv, 1990).

- **Nature of service (customer - provider interaction)** – the effort of acquiring the service can be from customers or from the service provider. Customers can go to the service provider to acquire the service (e.g. theatre), or the service provider goes to customers to perform the service (e.g. taxi) or the transaction takes place at an arm's length, by mail or electronic communications (e.g. credit card) (C. H. Lovelock, 1980; Vandermerwe & Chadwick, 1989).

- **Method of service delivery (nature of interaction and availability)** – the nature of the interaction between customers and the service provider, if exists a physical contact between both or the transaction occurs at arm's length (by mail or electronic communications). And also related with the availability of services outlets, if the provider

offers the service in one single outlet (e.g. theatre) or in multiple outlets (different places, e.g. bus service) (C. H. Lovelock, 1983).

- **Purpose of Delivery/Consumption** – the core benefit that customers search from acquiring a service. The service can be acquired for an operational/utilitarian purpose or just for hedonism (S. Ng et al., 2007).

- **Reliability** – the ability of the service provider to perform the service as promised, right at the first time (Jankalová, 2016; Parasuraman et al., 1985).

- **Security/Riskiness** – the amount of risk that customers perceive across different types of services, it is more like an individual feeling rather than an objective (Cunningham et al., 2006). It is related to physical safety (danger), financial security (riskiness) and confidentiality (doubts) (Parasuraman et al., 1985). It is very specific, only some services have this attribute (Venkateswaran & Maleyeff, 2011).

- **Credibility** – the level of trust, believability and honesty of the service provider perceived by customers. The service provider can put customer's interests in the centre of its activity, for achieving it the service provider has to be trusted, believable and honest at the customers' eyes. To achieve credibility the service provider has to work on its reputation, name and contact personnel characteristics (Parasuraman et al., 1985).

- **Speed or Responsiveness** – the level of employees' determination to offer a service, involving turnaround time, promptness of the service and giving feedback to customers rapidly (Parasuraman et al., 1985; Venkateswaran & Maleyeff, 2011).

- **Understanding/knowing the customer** – the level of knowledge that the service provider has about customers. The service provider attempts to understand customers' needs and specifications, and gives attention to each customer individually (Parasuraman et al., 1985).

- **Courtesy/Empathy** – the contact personnel professionalism, respect, education, consideration, friendliness and polite appearance (Parasuraman et al., 1985; Venkateswaran & Maleyeff, 2011).

- **Access/Convenience** – the easiness of contact between customers and the service provider, regarding the waiting time to receive the service, accessibility by telephone, suitability of operation hours and location of facilities (Parasuraman et al., 1985). Customers require the service provider availability to serve their individual problem in an easier or appropriate way (Cunningham et al., 2006; Cunningham et al., 2004; Venkateswaran & Maleyeff, 2011).

- **Competence** – the service provider skills, competences and knowledge to provide the service, regarding the knowledge of the contact personnel, the operational personnel and the company's ability/capacity to perform studies (e.g. bank) (Parasuraman et al., 1985).

- **Complexity/Degree of specifying** – the number and difficulty of service performance steps definition. A high complexity of a service can indicate a penetration strategy in the market (e.g. supermarkets have expanded their services having some medical supplies). When services have a reduced complexity it indicates a specialization strategy, as eases distribution and control of the service (e.g. radiology vs. general medical services) (Shostack, 1987). A service can fulfil a specific need from customers, it can be a service for a customer's niche (Copeland, 1923; Karmarkar, 2004).

- **Role similarity** – the roles that each service provider has, some service providers' roles are similar and are not from the same industry. This dimension is useful to define service characteristics for the service encounter (Solomon, Surprenant, Czepiel, & Gutman, 1985).

- **Nature of innovation** – the application of better ideas, devices or methods to meet new requirements in the creation of services. It can range from incremental (continuous innovation with a low market/technological level of uncertainty) to radical (development of new technologies or skills with a high market/technological level of uncertainty) innovations (Smedlund, 2008).

- **Tie strength with a client** – the power of the interaction between the service provider and customers (Smedlund, 2008).

- **Service scope (degree of bundling)** – combinations of individual services into one integrated service, increasing the service scope to fully fulfil customer's needs. The bundling strategy of a service provider can be between companies, industries or service offerings. For example, in some service industries the service has to be offered with bundles, as for example with technical support, inspection, customer training (e.g. cable service) (Kowalkowski, Brehmer, & Kindstrom, 2009).

- **Service focus (level of customer integration)** – the type of focus of the service regarding the level of customers' integration. The focus of a service can be on product efficacy (e.g. maintenance services) or on process efficacy. There is a shift to the customers' perspective, focusing on the utilisation of the service by customers

(Kowalkowski et al., 2009). This shift also decreases the importance of services' tangibility (Fitzsimmons, Noh, & Thies, 1998).

- **Service process** – the structure of the service offer regarding service scope and focus. It is composed by a service providers' internal structure (front-office and back-office) and also by customers, that can be co-producers, participating in the service production process (Kowalkowski et al., 2009). Customers influence the service production and delivery, also influencing the degree of service customization. However, this degree of customers' influence in the service can be limited due to service standardization (Kellogg & Nie, 1995).

- **Service core** – the essential aspects of the service that customers get from service interaction (Crosby & Stephens, 1987).

- **Overall satisfaction** – the customer's evaluation of satisfaction with the service, composed by satisfaction with the contact personnel, with the core service and with the institution (Crosby & Stephens, 1987).

- **Heterogeneity** – the service is not uniform, it is always performed differently. It can differ in terms of standards of performance, as employee's can change their behaviour from each service encounter or from each customer. Sometimes is referred as variability, inconsistency or non-standardization (C. H. Lovelock & Gummesson, 2004).

- **Perishability** – service's inability to be saved, stored or reused. However service providers are able to plan their future productive capacity for certain days or hours (C. H. Lovelock & Gummesson, 2004).

- **Price** – customers can be price sensitive, depending on the purchase situation. For example on credence services, quality evaluation is more important than the price, or in services where the evaluation is mainly made by value, where riskiness of purchase is lower (Ostrom & Iacobucci, 1995).

- **Degree of routinization of the service process** – the level of technology used on service process to make it more predictable. It can be a rigid service process or a fluid service process. A rigid service process has a low level of task variety, technical skills, information exchange between customers and employees. A fluid service process has a high level of technical skills, exchange information and uncertainty. The process is not defined (the employee makes search tasks during the process), it only deals with one customer at time and response time to customers is longer due to employees' preparation work to serve customers (Wemmerlöv, 1990).

- **Serviced objects in service process** – the service can be processed on goods, people or information/images (Wemmerlöv, 1990).
- **Degree of consumer internal research/Problem awareness** – customers knowledge about a service, to evaluate a service and to evaluate their expectations against service performance (Mills & Margulies, 1980).
- **Transferability** – the easiness of replacing employees in the service workflow. If employees make simple decisions they can be easily replaced, without any major problems for the service workflow (Mills & Margulies, 1980).
- **Power** – the control of critical information by the service provider. The information is the basis of the power; who controls critical information has more power, whether customers or employees. It is related with the status and authority of employees toward customers, and with the perceived power of employees in respect to customers (Mills & Margulies, 1980).
- **Physical effect vs. Mental effect** – services can make changes, either on physical (e.g. hairdresser) or mental (e.g. education) condition of customers. The mental changes can be related to thinking, learning and studying, and the physical changes must be quantifiable and transferable between economic units (T. P. Hill, 1977).
- **Inventories absent** – the lack of inventory in services as a result of intangibility (e.g. healthcare) (Karmarkar & Pitbladdo, 1995).
- **Extent to which the customer needs to be physically present** – services that involve people in its processing, where customers are physically involved in the service production process, in the service delivery and in its consumption (e.g. passenger transportation) (C. H. Lovelock & Yip, 1996).
- **Usefulness** – customers evaluation of the utility of the service, what aspects they value more (Venkateswaran & Maleyeff, 2011).
- **Knowledge of service providers** – the level of information that service providers have about customer's needs (Venkateswaran & Maleyeff, 2011).
- **Ease of service generation** – the amount of skills required to generate the service. If those skills are highly complex in order to generate the service, the customers' participation in the service process can be low, due to customers' inability to have those skills. It is also composed by the degree of repetitiveness, related to the number of times that the service provider has performed the service and the customers' experience with

the service process to perform some tasks. And composed by the nature of demand (continuous, discrete or periodic) (Chakraborty & Kaynak, 2014).

- **Value of service** – what customers spend in a service encounter, mainly related to monetary costs with the service. It also has impact on the amount of customers' involvement in the service process (Chakraborty & Kaynak, 2014).

- **Ease of assuring service quality** – the attributes used to guarantee the quality of the service lined up to customer's needs. It is composed by the degree of standardization, the degree of tangibility (physical product presence in the service), the nature of service delivery (performance consistent with customer's premises), the direction of the service (if the service is directed for people or not) and the production of the service (combination of people and objects in designing the service). This dimension also impacts customers involvement in the service process (Chakraborty & Kaynak, 2014).

- **Type of user** – the service can be created, processed and delivered for a business or for an individual (Dey, Mathew, & Singh, 2015)

- **Environmental orientation** – the service can have green attributes, as implementing practices for enhancing environment protection (C.-T. Chen, Cheng, & Hsu, 2015).

- **Ecologic** – the service can have eco-friendly practices and activities by using sustainable means to improve water and energy consumption, by implementing recycling activities and by using recycled products. Also, service providers can have an educational role, as they can spread environmental culture and knowledge to enhance the quality of life of the community (Ban & Ramsaran, 2017).

- **Environmentally friendly and healthy equipment** – the service provider can use natural and friendly materials when providing the service (Bastič & Gojčič, 2012).

- **Eco-behaviour of hotel staff** – the service provider contact personnel have an environmentally conscious attitude, as well as practices of recycling and develop actions to raise customers' awareness to environmental protection practices (Bastič & Gojčič, 2012).

- **Efficient use of energy and water** – the service provider implements activities to reduce the consumption of water and energy (Bastič & Gojčič, 2012).

After defining service dimensions, it was only taken into consideration the dimensions that make sense in the context of this study. Therefore, the service dimension *ease of assuring service quality* has logic in perceptual meaning, but not in terms of the measurement of expectations, as it is an interpretation of the quality of the service. Similarly, the service dimension *equipment/people focus; people-based vs. equipment-based* were not taken into consideration, as every service is performed on people or on objects, it does not have influence on the customer evaluation about a service, it is just a service characteristic related to tangibility that is known by customers' previously and that also has no influence on expectations about a service. In the same way, the service dimension *nature of innovation* has a multidimensional nature, with a wide range of dynamic activities that is too complex to introduce in this research at this stage.

As this research tries to understand how services are expected from a customer's point of view, it was taken only in consideration the service dimensions that the service provider can influence and control. Indeed, by knowing in advance customers' expectations, the service provider can design the service according to them. Therefore, Table 4 summarizes the service dimensions concepts and classifies them according to the level of controllability by the service provider.

Table 4: Level of controllability of service dimensions by the service provider

Dimensions	Brief definition	Controllable by the service provider ¹	Authors
Degree of Customization or Standardization/ Service package structure	Level of adaptation of the service to each customer's needs and/or desires.	Yes	Bowen (1990); Chase (1981); Cook, Goh, and Chung (1999); Cunningham et al. (2005); Cunningham et al. (2006); Cunningham et al. (2004); Dotchin and Oakland (1994); Grove and Fisk (1983); Haywood-Farmer (1988); Karmarkar (2004); Kellogg and Nie (1995); C. Liu et al. (2008); C. H. Lovelock (1980, 1983, 1984); Maister and Lovelock (1982); Ostrom and Iacobucci (1995); Salegna and Fazel (2013); Schmenner (1986,

¹ Yes: dimension controlled by the service provider.

No: dimension not controlled by the service provider.

N/A (not applicable): dimension related to the nature of the service.

			2004); Shafiti et al. (2007); Silvestro et al. (1992); Surprenant and Solomon (1987); Trinh and Kachitvichyanukul (2013); Van der Valk and Axelsson (2015); Verma (2000)
Degree of Customer Contact	Level of customer's presence in the service process.	Yes	Bowen (1990); Chase (1978, 1981, 2010); (Chase & Tansik, 1983); Cunningham et al. (2005); Cunningham et al. (2006); Cunningham et al. (2004); Dotchin and Oakland (1994); Haywood-Farmer (1988); C. H. Lovelock (1984); Maister and Lovelock (1982); Mersha (1990); Patterson and Cicic (1995); Salegna and Fazel (2013); Schmenner (1986); Shafiti et al. (2007); Silpakit and Fisk (1985); Silvestro et al. (1992); Van der Valk and Axelsson (2015); Verma (2000)
Tangibility/Intangibility	Level of physical features in the service.	N/A	Bowen (1990); Chase (1981); Cunningham et al. (2005); Cunningham et al. (2006); Cunningham et al. (2004); Dey et al. (2015); Dotchin and Oakland (1994); Grönroos (1983); (P. Hill, 1999); Judd (1964); Philip Kotler and Armstrong (2010); Levitt (1969, 1980); C. H. Lovelock (1980, 1983, 1984); C. H. Lovelock and Gummesson (2004); Nicoulaud (1989); Parasuraman (1998); Parasuraman et al. (1985); Patterson and Cicic (1995); Rushton and Carson (1985); Salegna and Fazel (2013); Sasser, Olsen, and Wyckoff (1978); Shafiti et al. (2007); Shostack (1977); Venkateswaran and Maleyeff (2011)
Relationship or Interpersonal Interaction	Type of relation between the customers and the service provider (formal or no formal).	Yes	Cunningham et al. (2005); Cunningham et al. (2006); Cunningham et al. (2004); Dotchin and Oakland (1994); C. Liu et al. (2008); C. Lovelock and Wirtz (2011); C. H. Lovelock (1983); Schmenner (2004); Shafiti et al. (2007); Solomon et al. (1985)

Nature of Service Delivery (continuous or discrete transactions)	Level of service continuity between the customers and the service provider.	N/A	Bowen (1990); Cunningham et al. (2005); Cunningham et al. (2006); Cunningham et al. (2004); C. Lovelock and Wirtz (2011); C. H. Lovelock (1980, 1983, 1984); Silvestro et al. (1992); Vandermerwe and Chadwick (1989)
Riskiness	Level of risk that customers perceive across different types of services.	Yes	Bateson (1992); Cunningham et al. (2005); Cunningham et al. (2006); Cunningham et al. (2004); Murphy and Enis (1986); Murray and Schlacter (1990); Zeithaml (1981)
Judgment/ Decision	Level of judgement exercised by the contact personnel about customers and the nature of necessary information for accomplishment of a task by the employee.	Yes	Cunningham et al. (2005); Cunningham et al. (2006); Cunningham et al. (2004); C. H. Lovelock (1983); Mills and Margulies (1980); Shafiti et al. (2007)
Switching	Level of easiness of customers to change the service provider.	Yes	Bowen (1990); Cunningham et al. (2005); Cunningham et al. (2006); Cunningham et al. (2004); C. H. Lovelock (1984)
Effort	Level of energy and value that customers spend in achieving the service.	No	Murphy and Enis (1986)
Consumer Involvement or Customer Participation	Level of customers' contribution to the service process.	Yes	Bowen (1990); Dey et al. (2015); Karmarkar and Pitbladdo (1995); Larsson and Bowen (1989); Silpakit and Fisk (1985); Trinh and Kachitvichyanukul (2013); Van der Valk and Axelsson (2015)
Place Orientation or Value added back office/front office	The places that the service process use.	N/A	C. Liu et al. (2008); Shafiti et al. (2007); Silvestro et al. (1992)
Degree of Labour intensity	Level of resources offered by the provider to accomplish the service process.	Yes	Copeland (1923); Dotchin and Oakland (1994); Haywood-Farmer (1988); C. Liu et al. (2008); Schmenner (1986); Shafiti et al. (2007); Verma (2000)
Extent of demand/supply imbalances or Variety of	Level of demand fluctuations over time.	No	Grove and Fisk (1983); C. H. Lovelock (1980, 1983, 1984); Rathmell (1966)

customer demands			
Diversity of demand	Level of uniqueness of customers' demands.	Yes	Larsson and Bowen (1989)
Physical Environment or Physical goods and facilities	General, functional and environment characteristics of the service provider.	Yes	Bitner (1992); C. Lin et al. (2013); C. H. Lovelock (1980)
Product/process focus	The type of emphasis of the service provider can be on the product or on the service process.	N/A	Grönroos (1983); Shafiti et al. (2007); Silvestro et al. (1992)
Personal quality of an employee: behaviour/contact person/friendliness	The behaviour characteristics of the contact personnel	Yes	Crosby and Stephens (1987); Jankalová (2016); C. Lin et al. (2013); Ostrom and Iacobucci (1995)
Value (Pricing and timing)	The price paid for the service and the time spent for acquiring or consuming the service.	No	C. Lin et al. (2013)
Service Delivery (collective and individual)	Customers can share time, space or equipment when consuming the service.	N/A	T. P. Hill (1977); C. H. Lovelock (1980, 1984); S. Ng et al. (2007)
Customer's service encounter activity sequence	The steps that form the service encounter.	Yes	Collier and Meyer (1998)
Number of pathways built into the service system design by management	The steps that form the service encounter defined by the service provider.	Yes	Collier and Meyer (1998)
Communication/ Communication Time	All the forms of communication made between the service provider and the customers.	Yes	Kellogg and Chase (1995); Mills and Margulies (1980); Parasuraman et al. (1985); Venkateswaran and Maleyeff (2011)
Intimacy/ Attachment	The level of confidence and trust between the service provider and the customers, and employee's identification with customers	Yes	Kellogg and Chase (1995); Mills and Margulies (1980)
Information (richness or asymmetry)	The level of information exchange between	Yes	Daft and Lengel (1984); Kellogg and Chase (1995); Krishnan and Hartline (2001); Mills and Margulies (1980);

	the service provider and the customers.		Rushton and Carson (1985); Zeithaml (1981)
Differentiation or Divergence	The definition of the service mix in order to distinguish it from competitors.	Yes	Bowen (1990); Shostack (1987)
Importance of People/ Employees	The level of significance that service provider employees have in the service process.	Yes	Bowen (1990); P. Kotler (1984); C. H. Lovelock (1984); Rathmell (1966); Thomas (1978)
Multi-site vs. Single-site delivery	The location of the service delivery.	N/A	C. H. Lovelock (1980, 1984)
Breadth of service package	The number of services that compose the whole service.	Yes	C. H. Lovelock (1980)
Timing and duration of benefits Permanent effect vs. temporary effect	The duration of the benefits received when acquiring the service.	N/A	T. P. Hill (1977); C. H. Lovelock (1980)
Allocation of capacity to customers	The management of service capacity by the service provider according to demand fluctuations.	Yes	C. H. Lovelock (1980)
Time defined vs. task defined transactions	The definition of the service according to the duration or to the accomplishment of a task.	N/A	C. H. Lovelock (1980)
Nature of customer/ service system interaction	The level of customer interaction in the service system.	Yes	Wemmerlöv (1990)
Nature of service (customer - provider interaction)	The effort of acquiring the service can be from customers or from the service provider.	N/A	C. H. Lovelock (1980); Vandermerwe and Chadwick (1989)
Method of service delivery (nature of interaction and availability)	The way that the service is delivered according to its availability.	Yes	C. H. Lovelock (1983)
Purpose of Delivery/ Consumption	The core benefit that customers search from acquiring a service.	No	Jackson and Cooper (1988); S. Ng et al. (2007); Parasuraman (1998)
Reliability	The ability of the service provider to perform the service	Yes	Jankalová (2016); Parasuraman et al. (1985)

	as promised, right at the first time.		
Security/ Riskiness	The level of physical safety, financial security and confidentiality, that customers perceive across different types of services.	Yes	Bateson (1992); Cunningham et al. (2005); Cunningham et al. (2006); Cunningham et al. (2004); Murphy and Enis (1986); Murray and Schlacter (1990); Parasuraman et al. (1985); Venkateswaran and Maleyeff (2011); Zeithaml (1981)
Credibility	The level of trust, believability and honesty of the service provider perceived by customers.	Yes	Parasuraman et al. (1985)
Speed or Responsiveness	The level of employees' determination to offer a service.	Yes	Parasuraman et al. (1985); Venkateswaran and Maleyeff (2011)
Understanding/ knowing the customer	The level of knowledge that the service provider has about customers.	Yes	Parasuraman et al. (1985)
Courtesy or Empathy	The personnel of contact professionalism, respect, education, consideration, friendliness and polite appearance.	Yes	Parasuraman et al. (1985); (Venkateswaran & Maleyeff, 2011)
Access/ Convenience	The easiness of contact and level of availability that customers require to the service provider.	Yes	Cunningham et al. (2005); Cunningham et al. (2006); Cunningham et al. (2004); Jankalová (2016); Parasuraman et al. (1985); Venkateswaran and Maleyeff (2011)
Competence	The service provider skills, competences and knowledge to provide the service.	Yes	Parasuraman et al. (1985)
Complexity/ Degree of specifying	The number and difficulty of service performance steps definition.	Yes	Copeland (1923); Karmarkar (2004); Shostack (1987)
Role similarity	The roles of each service provider.	N/A	Solomon et al. (1985)
Tie strength with a client	The power of the interaction between the service provider and the customers.	Yes	Smedlund (2008)

Service scope (degree of bundling)	Combinations of individual services into one integrated service.	Yes	Kowalkowski et al. (2009)
Service focus (level of customer integration)	The type of focus of the service regarding the level of customers' integration.	Yes	Fitzsimmons et al. (1998); Kowalkowski et al. (2009)
Service process	The structure of the service offer regarding service scope and focus.	Yes	Kellogg and Nie (1995); Kowalkowski et al. (2009); C. H. Lovelock and Yip (1996)
Service core	The essential aspects of the service.	Yes	Crosby and Stephens (1987); Iacobucci and Ostrom (1993); Price, Arnould, and Tierney (1995)
Overall satisfaction	The customer's evaluation of satisfaction with the service.	No	Crosby and Stephens (1987)
Heterogeneity	The service is not uniform, it is always performed differently.	Yes	Philip Kotler and Armstrong (2010); C. H. Lovelock and Gummesson (2004); Nicoulaud (1989)
Perishability	Service's inability to be saved, stored or reused.	N/A	Philip Kotler and Armstrong (2010); C. H. Lovelock and Gummesson (2004)
Price	Customers can be price sensitive, depending on the purchase situation.	Yes	Ostrom and Iacobucci (1995)
Degree of routinization of the service process	The level of technology used on service process to make it more predictable.	Yes	Wemmerlöv (1990)
Serviced objects in service process	The service can be processed on goods, people or information/images.	N/A	Dotchin and Oakland (1994); Wemmerlöv (1990)
Degree of consumer internal research or Problem awareness	The customers' knowledge about a service.	No	D. L. Davis, Guiltinan, and Jones (1979); Mills and Margulies (1980)
Transferability	The easiness of replacing employees in the service workflow.	N/A	Mills and Margulies (1980)
Power	The control of critical information by the service provider.	Yes	Mills and Margulies (1980)

Physical effect vs. Mental effect	Services can make changes, either on physical or mental conditions of the customers.	N/A	T. P. Hill (1977)
Inventories absent	The lack of inventory in services as a result of intangibility.	N/A	Karmarkar and Pitbladdo (1995)
Extent to which customer needs to be physically present	Services that involve the customers in its processing.	Yes	C. H. Lovelock and Yip (1996)
Usefulness	Customers evaluation of the utility of the service.	No	Venkateswaran and Maleyeff (2011)
Knowledge of service providers	The level of information that service providers have about customer's needs.	Yes	Venkateswaran and Maleyeff (2011)
Ease of service generation	The amount of skills required to generate the service.	N/A	Chakraborty and Kaynak (2014)
Value of service	What the customers spend in a service encounter.	No	Chakraborty and Kaynak (2014)
Type of user	The type of customer can be individual or organizational.	N/A	Dey et al. (2015)
Environmental orientation	The green attributes and practices that care for environment protection.	Yes	C.-T. Chen et al. (2015)
Ecologic	Eco-friendly practices, activities and education.	Yes	Ban and Ramsaran (2017)
Environmentally friendly and healthy equipment	The use of natural and eco-friendly materials in the service process.	Yes	Bastič and Gojčič (2012)
Eco-behaviour of hotel staff	Employees environmentally conscious attitude.	Yes	Bastič and Gojčič (2012)
Efficient use of energy and water	The implementation of actions to reduce water and energy consumption.	Yes	Bastič and Gojčič (2012)

Only the controllable service dimensions by the service provider were considered to make part of the new service dimensions, as these are ones that service providers can modify in order to achieve customer's satisfaction.

3.2. New Proposition Services Dimensions

Taking in account a re-grouping of the previous service dimensions' definitions controlled by the service provider, it is proposed a new classification for service dimensions.

3.2.1. Degree of customer involvement

The level of connection and interaction between the service provider and the customers during the service process or system. One of the main aspects is the degree of contact between customers and provider: a physical contact has a higher involvement (e.g. face-to-face) and an indirect contact (e.g. mail or online contact) has a lower involvement. However, this contact can have a level of participation and interaction in the service creation, delivery and consumption, where customers' participation in the service encounter also defines the level of involvement, sometimes with a physical involvement in the service process. Moreover, the formality of the interaction is directly linked with the involvement, as a higher formality in the interaction reflects a higher involvement from customers. Another main aspect related with customers' involvement in the service is the level of personalization of the service, where a low personalization of the service is related with a lower involvement from customers with the service. However, services have a high degree of variability what complicates the standardization of the service. Another aspect is related with the customers' visit to the service provider to acquire the service, if customers go to the organization to acquire the service (higher involvement), if the organization goes to customers to perform the service, or if it is at an arm's length (lower involvement).

This is very important for the service provider to manage the service process, to assure service quality, to determine the level of customers' involvement and co-production in the service or if customers only consume the service after the service production (no involvement). Therefore, the level of customers' involvement in the service can also define the bundling degree of the service and its breadth. A service can be composed by several services, depending on the breadth of the service package. The service provider has the ability to put together several services in order to create a service package. This effort of adding individual services to an integrated service will increase the service scope and will help to raise customers' satisfaction. The bundling strategy can be inside the same company, but also can be between different companies or industries.

The degree of customer involvement ranges from low involvement (e.g. self-service machine) to high involvement (e.g. bank branch).

3.2.2. Convenience level

Before and during the service process, customers evaluate the availability of the service and its effort to achieve it (money, time and energy spent in the service process), with the ultimate goal that the service provider will satisfy their needs in the expected time and appropriate space. In this evaluation, customers consider the amount of risk, the physical safety, the financial security and the level of confidentiality. In addition, the cleanliness, the comfort and the convenience of the physical environment, physical goods and/or facilities can also influence customers' behaviour and image of the service. Having the previous conditions in consideration, service providers have the main goal of performing a service as promised. To do that, service providers have to be informed about customers' needs and give attention to what each customer desires. In addition, service providers have to be able to allocate services in advance or by order of incoming, having in consideration the diversity of customers' demands. Putting most of the service providers' attention in customers, by working its reputation, will make customers trust and believe in an honest company. The convenience level of a service ranges from low to high.

3.2.3. Contact personnel performance

Services can be distinguished as being performed by people (as a part of the service core) or by equipment (where is needed some kind of equipment to the service core). The contact personnel are a very important player in the service performance, especially when front line employees can be a source of differentiation of the service because they know how to fulfil customers' needs. The contact personnel judge and evaluate customers' needs, based on the level of resources that they have at their disposal. Another aspect that influences the contact personnel performance it's their professionalism, respect, education, courtesy, consideration, friendliness, empathy, polite appearance and the ability to provide a quick and rapid feedback to customers (make simple decisions that do not cause problems in service workflow). Giving a prompt service and an accurate feedback to customers is only possible when employees have adequate skills and knowledge to provide the service. All of these aspects influence customers' satisfaction with the contact personnel, and ultimately customers' satisfaction with the service. This

leads to an eventual relation of confidence and trust between the service provider and customers during the service encounter, where there is a bond and a connection between customers and employees. The employees are an important asset to build customers' loyalty, as they anticipate, fulfil and satisfy customer's needs, and can contribute to design the service competitive advantage. This dimension ranges from low to high contact personnel performance.

3.2.4. Complexity degree

Every service has a structure regarding its scope and focus, including a provider's internal structure (front office, back-office and eventually the customer as a co-producer). The focus of the service is defined by the level of customers' integration in the service, it can either be on product efficacy or on process efficacy. The service provider has the power to define and design service encounter steps and their number, according to the customer's degree of repeatability of service steps and to the degree of freedom that customers have in defining them. This involves the balance of levels of judgement, discretion and situational adaptation from the service provider, in order to ultimately distinguish the service from competitors and to avoid customers to switch from service provider. Hence, the service provider can define the level of control in the service delivery system, defining characteristics of facilities, jobs and process design. Moreover, defines the degree accurateness or fluidity of the service process regarding task variety, technical skills and level of information exchange between customer and employees. Besides the importance of defining the number and service steps, it is even more important for the service provider to define the complexity level of those steps. This affects the way that the service provider customizes the service, when at the same time has to manage service capacity. This dimension ranges from low to high complexity degree.

3.2.5. Information and communication power

The information exchange between the service provider and the customers is fundamental to bond, perform a task, clarify doubts, promote and sell the service. The information is a power that can be controlled by customers or by the service provider (employees) and who controls information has more power in the service process. It can be measured by information quantity, quality and confidentiality. The information exchange can take the form of communication made between the service provider and the customers, by exposure to media, advertising and contact with employees, which affects

customers' expectations about a service. This dimension ranges low to high information and communication power.

3.2.6. Environment and social responsibility

Nowadays, environment and social responsibility aspects play a major role in every service, not only by the aspects related with cost reduction and efficiency of the service process, but also because customers are now more conscious about their role in any activity they engage or acquire. Consequently, it is important for the service provider to offer a service that has an environmental orientation, which can be turned into eco-friendly service processes using equipment that can improve, for example, the efficient use of water and energy. As the use of eco-friendly materials, recycled products and recycling practices. Ultimately, the service provider can also have an educational role creating customers' awareness to environmental protection and to participate in social projects in the community where offers the service.

In Table 5 are presented the new proposition for service dimensions, having in consideration the previous service dimensions identified by other authors.

Table 5: New service dimensions proposition

New Service Dimension	Service Dimensions
Degree of customer involvement (DCI)	<ul style="list-style-type: none"> - Degree of customer contact; - Relationship or interpersonal interaction; - Customer involvement or customer participation; - Tie strength with a client; - Method of service delivery (nature of interaction and availability); - Nature of customer/service system interaction; - Degree of customization or standardization/Service package structure; - Extent to which customer needs to be physically present; - Heterogeneity; - Ease of assuring service quality; - Breadth of service package; - Service scope (bundling degree).
Convenience level (CL)	<ul style="list-style-type: none"> - Convenience/Access; - Security/Riskiness; - Reliability; - Credibility; - Understanding/knowing the customer;

	<ul style="list-style-type: none"> - Knowledge of service providers; - Physical environment or physical goods and facilities; - Price; - Allocation of capacity to customers.
Contact personnel performance (CPP)	<ul style="list-style-type: none"> - Judgement/Decision; - Personal quality of an employee: behaviour/contact person/friendliness; - Intimacy / Attachment; - Courtesy or Empathy; - Speed or responsiveness; - Competence; - Attachment; - Importance of people/employees; - Degree of labour intensity.
Complexity degree (CD)	<ul style="list-style-type: none"> - Customer's service encounter activity sequence; - Number of pathways built into the service system by management; - Differentiation or divergence; - Complexity/Degree of specifying; - Degree of routinization of the service process; - Service focus (level of customer integration); - Service process; - Service core; - Switching; - Diversity of demand.
Information and communication power (ICP)	<ul style="list-style-type: none"> - Communication/Communication time; - Information (richness or asymmetry); - Power.
Environment and Social Responsibility (ESR)	<ul style="list-style-type: none"> - Environmental orientation; - Ecologic; - Environmentally friendly and healthy equipment; - Eco-behaviour of hotel staff; - Efficient use of energy and water.

This section presented the most cited and recent service dimensions identified by the marketing literature, from which customers' have expectations. As the service provider can only manipulate some of the service dimensions in order to come upon customers' expectations and, subsequently, to achieve customers' satisfaction, the service dimensions were classified according to the service providers' level of controllability. Only the service dimensions controlled by the service provider were considered to a grouping exercise, according to its definition. New dimensions are presented: *degree of customer involvement (DCI)*, *convenience level (CL)*, *contact personnel performance*

(CPP), *complexity degree* (CD), *information and communication power* (ICP), *environment and social responsibility* (ESR).

After the cultural dimension's exposition and the new service dimensions definition, there is a need to test if cultural dimensions influence customers' expectations about the new service dimensions. Moreover, to measure the level of prediction of cultural dimensions have in customer expectations, to test if customers' expectations are different according to their country culture and to understand the level of proximity between different countries regarding customer expectations about each service dimension.

Having in consideration the literature review presented in the previous sections, in the section (Section 4) are developed the research questions and the theoretical framework.

4. Research questions and theoretical framework

Already in 1990 (Bowen), service providers knew that understanding service expectations was fundamental to design a suitable service to fulfil customers' needs and to achieve satisfaction. However, over the years very few studies focused on customers' expectations, because it is difficult to measure them before they experience the service (Song, van der Veen, Li, & Chen, 2012). Customers' expectations about a service must be measured before any contact from customers with the service provider.

The customers' expectations analysis research in the last five years had very few progresses. Some authors focused on the attempt to clear the moderating role of customers' expectations in customers' satisfaction and in service quality, and others on customers' expectations sources of information (see Chiu, Liu, & Tu, 2016; S. Liu, Law, Rong, Li, & Hall, 2013; Torres, 2014; TriŞCĂ, 2013; Wong & Dioko, 2013; Wu et al., 2014). In fact, several sources of information are part of customers' expectations formation about a service (Parasuraman et al., 1991; Zeithaml et al., 1993), however other authors (Cunningham et al., 2005; Cunningham et al., 2006; Cunningham et al., 2004; Donthu & Yoo, 1998; Hsu et al., 2013) state culture is a major influence on customer's expectations about service quality. Indeed, culture can be a strong determinant in service expectations by customers (Bartel et al., 1996; Cunningham et al., 2006; Donthu & Yoo, 1998; Lewis, 1991), as customers' culture can influence their expectations about a service. Customers from different cultures have different levels of service expectations because they differ in attitudes and behaviour patterns (Donthu & Yoo, 1998). Hence, as culture can be a strong determinant in the services evaluation by customers (Cunningham et al., 2006), there are required more studies to analyse the culture influence on the consumer behaviour (Hsu et al., 2013) and their application to satisfaction and service quality (X. Li, Lai, Harrill, Kline, & Wang, 2011). In addition, when individuals consume services in a foreign place, their usual behaviour is affected by their own cultural values and norms (X. Li et al., 2011), so services activities, personnel, branding and management dimensions are also expected to reflect cultural identity, as symbols, heroes, rituals and values (Kam, Sha, & Chaohua, 2015). In sum, each country has its own culture, and as culture influences the way that the customer expects the service, there is a need of adapting the service according to the culture of each country. Therefore, this research contributes to clarify if there is an influence of culture on the customer expectations about a service.

Nevertheless, it is important to understand if culture influences not only the expectations about service quality, but also other dimensions of the service. However, almost all the previous research was performed for assessing the evaluation of customers' expectations about service quality dimensions, based on the SERVQUAL scale (Parasuraman et al., 1988). However, customers analyse more dimensions when evaluating a service, not only a global service quality perspective, but also consider other dimensions that are essential to customers' satisfaction. Therefore, this research also takes into consideration new service dimensions, not only focused on service quality, but for the whole service experience. Although the services dimensions that were stated by the previous research (Bell, 1981; Bowen, 1990; C. H. Lovelock, 1980, 1983) have been tested from a providers' point of view, they remain largely untested from a consumer perspective (Cunningham et al., 2006).

In addition, this research tries to understand how services are expected from a customer's point of view, so, it was taken only in consideration the service dimensions that the service provider can influence and control. Previous research measured customers' expectations on services dimensions without analysing if were controllable by the service provider, by the customers or even by the own nature of the service. This new services dimensions have never been tested.

The most used cultural dimensions in international business studies and consumer behaviour are from Hofstede, Trompenaars and Hall (Cardon, 2008; Osland et al., 2000; Reis et al., 2013). Due to the nature of this research, from the customers' point of view, the chosen cultural dimensions have to have an interpretative orientation, what excludes Hofstede (1980) cultural model that has a positivistic orientation (Holzmüller & Stöttinger, 2001). Therefore, this research uses all Hall's cultural dimensions, *time*, *space* and *context* (Hall, 1959, 1966, 1976), as it is advised, since this model is consider undeveloped (Cardon, 2008) and needs empirical validation. Although, Hall's concepts are extremely useful, yet it has some limitations that make it hard to compare cultures that are apparently culturally close. So, it takes also into consideration cultural dimensions from other authors. As the cultural dimensions from Schwartz (1994, 2006), that have been used to perform studies in the international management and consumer behaviour fields (Ding et al., 2005; Drogendijk & Slangen, 2006; Hsu et al., 2013; Jahandideh et al., 2014; Licht et al., 2007; Sagiv & Schwartz, 2007; Watson & Wright, 2000) was used in this research. The Schwartz cultural framework was considered very advanced in social psychology and is a powerful tool of measure, as it uses value

measures recognised culturally and it was validated in several countries (Drogendijk & Slangen, 2006; Licht et al., 2007; S. I. Ng et al., 2007; Sagiv & Schwartz, 2007). It is one of the most appropriate theories to explain and predict culture's influence or impact on consumer behaviour (Hsu et al., 2013).

Nevertheless, researchers should consider other cultural dimensions frameworks (Magnusson et al., 2008). So, it is also considered for this research Kluckhohn and Strodtbeck (1961) cultural dimensions. These cultural dimensions have also been used to understand and confirm that culture is an underlying determinant of consumer behaviour (see Blankson et al., 2007; Henry, 1976; Watkins & Gnoth, 2011). This cultural framework can be used in the cross-cultural management research due to its individual level of analysis, the dimensions can be found in all societies and are conceptually independent (Maznevski et al., 2002). In addition to Hall, Schwartz and Kluckhohn and Strodtbeck cultural dimensions, this research also considers Trompenaars and Hampden-Turner (1997) seven bipolar cultural dimensions. They are also very useful to facilitate the understanding of the role of culture in specific groups, for example in businesses (Reis et al., 2013). Lastly, it is also used a more recent cultural framework, Schein (2010) cultural dimensions, that already have been used in other studies in the organizational culture research area (Hogan & Coote, 2014; McAdam et al., 2012; Mouton et al., 2012), although these cultural dimensions are difficult to observe (Ginevičius & Vaitkūnaite, 2006). Therefore, this research uses the cultural dimensions that can have some impact on service dimensions: *time, space, nature of reality and context, nature orientation, human nature, human activity and human relationships*. As far, no study has used and measured all these cultural dimensions together, and none of these previous studies of clustering was applied from a customer's point of view, grouping them. Also, before the initial service encounter every customer, besides its cultural identity, also as a background that influences all the service encounter process (Hopkins et al., 2005), as the age, gender, level of income, level of education, frequency of use of the service. Moreover, from country to country people can be from different social classes and consume the same service, this fact can affect the way that customers' expect the service (X. Li et al., 2011). Consequently, considering the identified gaps in the cultural dimensions research field, this research measures the level of prediction that cultural dimensions have in customers' expectations about hotel service dimensions, controlling the previous moderator factors.

The same service can be expected differently by customers from different countries and cultures. Cunningham et al. (2006) performed a classification of consumer-based

perceptions of services across three different countries. The countries that cluster together according to the expectations about service dimensions, will also have a higher cultural proximity and consequently it is expected that the society and people inside this cluster have similar behaviours, values and beliefs. Therefore, countries culturally closer are expected to be in the same cluster, and the individuals in the same cluster are expected to act equally and to have a similar way of being. Cultures are too much complex to be only explained by unilinear dimensions, so, future studies should examine not only differences, but also similarities between cultures (Jacob, 2005). Having in consideration the customer expectations about services, this research tries to uncover the level of proximity/similarity among different countries.

4.1. Research questions

After the identification of the gaps in the literature, the proposed challenge is to go beyond the stated findings and to answer to some challenges proposed by the previous authors. In this sense, the purpose is to comprehend cultural influence on customer expectations about services and to measure the level of prediction that cultural dimensions have in customer expectations about a service, controlling moderator factors. By identifying these two previous concepts, another goal is to examine the level of equality that culture has on customers' expectations about a service, from different countries with similar cultural patterns, and to test the proximity level among different countries in relation to customers' expectations about a service. Accordingly, and to accomplish these goals, four research questions were formulated:

- (i) Does culture influence customer expectations about service?
- (ii) What level of prediction cultural dimensions have in customer expectations about service, controlling the effect of moderator factors?
- (iii) Does culture influence equally customer expectations about service in different countries with alleged similar cultural patterns?
- (iv) What is the level of proximity among different countries?

In order to answer these research questions, the next section presents the hypotheses to be tested.

4.2. Hypothesis

Previous research has stated that culture, and therefore cultural dimensions, is a major influence on service on customers' expectations about service quality dimensions

(Cunningham et al., 2005; Cunningham et al., 2006; Cunningham et al., 2004; Donthu & Yoo, 1998; Hsu et al., 2013). Hence, the challenge is to uncover if cultural dimensions, the ones that have an interpretative approach, influence customers' expectations about new service dimensions, which embraces the whole service and not only service quality.

In order to answer the first research question, it is presented in Table 6 the presumed impact that each cultural dimension has on each new service dimension. From the following table of impact (Table 6) hypothesis are proposed.

Table 6: The impact of cultural dimensions on the new service dimensions

<i>Cultural Dimensions</i> \ <i>Service Dimensions</i>	Degree of Customer Involvement (DCI)	Convenience Level (CL)	Contact Personnel Performance (CCP)	Complexity Degree (CD)	Information and Communication Power (ICP)	Environment and Social Responsibility (ESR)
Time	+	++	+	+	0	+
Long term orientation (LTO)	0	++	0	0	0	++
Polychronism (POLY)	++	++	++	++	0	0
Space (SPA)	++	++	++	++	0	0
Nature of reality and context (CTX)	++	0	++	0	++	++
Nature orientation (NOR)	++	++	++	++	++	++
Human activity (HAC)	++	0	++	0	0	++
Human nature (HUN)	0	++	++	0	0	0
Human relationships	++	0	++	++	+	+
Individualism (IND)	++	0	0	++	0	++
Hierarchy (HIE)	0	0	++	++	0	0
Embeddedness vs. Autonomy (EvA)	++	0	++	++	0	0
Achievement vs. Ascription (AvA)	++	0	0	0	0	0
Universalism vs. Particularism (UvP)	++	0	0	++	0	++
Neutral vs. Emotional (NvE)	++	0	++	++	++	0

++: High impact; +: Impact; 0: No impact

In what concerns to *time* related dimensions (Hall, 1959; Kluckhohn & Strodtbeck, 1961; Schein, 2010; Trompenaars & Hampden-Turner, 1997) are considered two subdimensions, the *long-term orientation* subdimension and the *polychronic* subdimension.

The *polychronic* subdimension has impact on the *degree of customer involvement* service dimension, as a higher involvement from customers' mean that employees will spend more time in the interaction, what can indicate that the encounter happens in a polychronic culture (committed to build a relationship with a continuous involvement in activities). It also has impact on the *convenience level* service dimension, where the service provider can have the main goal of providing the service right at the first time, and this fact is very important in a monochronic culture, where time commitments are taken very seriously. As also impact on the *contact personnel performance* service

dimension, as a polychronic culture promptness and commitment is based on relationships, it can be important to employees learn to relate to customers with confidence and trust in the service encounter, making a bond and connection between them. And as impact on the dimension *complexity degree* service dimension, when the company has to define the number of steps and its level of complexity, it is fundamental to have in consideration if the service takes place in a polychronic culture where individuals do several things at the same time and easily change plans.

The *long-term orientation* subdimension has impact on the *convenience level* service dimension, as before and during the service process customers make an evaluation of the expected time to achieve it and can perform that action having in consideration deadlines and objectives defined in time, with strong emphasis on results. The *long-term orientation* subdimension also has impact on the *environment and social responsibility* service dimension, as before the service encounter customers can evaluate future needs and circumstances, that can include an evaluation of the future environmental and social impact of the service provider when developing and selling the service, for example by using eco-friendly materials and recycling practices when developing the service, in order to contribute to a sustainable environment.

Therefore, the following hypotheses are posited:

Hypothesis 1a (H1a): The *time* dimension has influence on customers' expectations about the *degree of customer involvement* in the service.

Hypothesis 1a1 (H1a1): The *polychronic* subdimension has influence on customer's expectations about the *degree of customer involvement* in the service.

Hypothesis 1b (H1b): The *time* dimension has influence on customer's expectations about the *convenience level* of the service.

Hypothesis 1b1 (H1b1): The *polychronic* subdimension has influence on customer's expectations about the *convenience level* of the service.

Hypothesis 1b2 (H1b2): The *long-term orientation* subdimension has influence on customer's expectations about the *convenience level* of the service.

Hypothesis 1c1 (H1c1): The *time* dimension has influence on customer's expectations about the *contact personnel performance* of the service.

Hypothesis 1c1 (H1c1): The *polychronic* subdimension has influence on customer's expectations about the *contact personnel performance* of the service.

Hypothesis 1d (H1d): The *time* dimension has influence on customer's expectations about the *complexity degree* of the service.

Hypothesis 1d1 (H1d1): The *polychronic* subdimension has influence on customer's expectations about the *complexity degree* of the service.

Hypothesis 1e (H1e): The *time* dimension has influence on customer's expectations about the *environment and social responsibility* of the service.

Hypothesis 1e1 (H1e1): The *long-term orientation* dimension has influence on customer's expectations about the *environment and social responsibility* of the service.

Space related dimensions (Hall, 1959, 1966; Schein, 2010) have impact on the service dimension *degree of customer involvement*, related with the level of contact between the employee and the customers, and with the physical component of the relationship, as the gestures and body language used by the employees to contact with customers, that for example can provide a higher involvement of the client in the service or how employees treat distance and position in relation to the client. It has impact too on the *convenience level* service dimension, as the company when designing the service process steps have to make decisions about facilities and to define routes, making decisions about availability of physical space conditions (cleanliness, physical goods and facilities conditions), having in consideration the physical safety of customers. Likewise, as impact on *contact personnel performance* service dimension, related to the quantity and type of symbology used by the company when is interacting with customers, as courtesy gestures empathy, and the type of distance is chosen by the employee when relating with customers, for example, the employee can, at a personal distance, give a quick feedback to customers and satisfy their needs. Lastly, the *complexity degree* dimension is also related with the space design where the service happens, regarding for example signage of the front office space or the characteristics of facilities.

Therefore, the following hypotheses are posited:

Hypothesis 2a (H2a): The *space* dimension has influence on customer's expectations about the *degree customer of involvement* in the service.

Hypothesis 2b (H2b): The *space* dimension has influence on customer's expectations about the *convenience level* of the service.

Hypothesis 2c (H2c): The *space* dimension has influence on customer's expectations about the *contact personnel performance* of the service.

Hypothesis 2d (H2d): The *space* dimension has influence on customer's expectations about the *complexity degree* of the service.

The *nature of reality and context* dimension (Hall, 1976; Schein, 2010; Trompenaars & Hampden-Turner, 1997) has impact on the *degree of customer involvement*, when contacting with customers, employees take in consideration the overtness of the messages and the level of commitment in the relationship with customers, defining for example the level of formality in the interaction. It has also impact on *contact personnel performance* service dimension, as the front-line employees communicate the service to customers, and they can, for example, set the rules and explain them to customers (low context cultures) or can let the customers understand by themselves the unwritten rules (high context cultures). And has impact on the *information and communication power* service dimension, related to the content and context of the information and communication exchange between the service provider and the customers can be set by the messages overtness, more implicit or more explicit, more focus on verbal communication or on non-verbal communication. As customers will analyze and interpret the information received by the company, determining customers' actions toward the service, if the customer has enough information to make a decision. Customers will determine first the reality to take their decisions, if they need a scientific proof (external physical reality), a group statement (social reality) or their own experience (individual reality) is enough to evaluate the service offer, and so, depending the chosen reality the company has to choose the proper way to communicate and inform customers. Also, the level of information that customers receives it depends if it is a low-context culture, where customers need the service provider to have a higher power and control over the information communicated about the service; or if it is in a high-context culture where customers control the information level communicated by the service provider. Finally, the *nature of reality and context* has impact on the *environment and social responsibility* service dimension, as context can define the level of commitment of individuals to complete actions or events, in high-context cultures where individual commitment is higher to activities, it can be translated into a higher commitment and role of customers when achieving the service, sharing concern about environmental practices engaged by the service provider.

Therefore, the following hypotheses are posited:

Hypothesis 3a (H3a): The *nature of reality and context* dimension has influence on customer's expectations about the degree customer of involvement in the service.

Hypothesis 3b (H3b): The *nature of reality and context* dimension has influence on customer's expectations about the *contact personnel performance* of the service.

Hypothesis 3c (H3c): The *nature of reality and context* dimension has influence on customer's expectations about the *information and communication power* of the service.

Hypothesis 3d (H3d): The *nature of reality and context* dimension has influence on customer's expectations about the *environment and social responsibility* of the service.

The *nature orientation* dimension (Kluckhohn & Strodtbeck, 1961; Schwartz, 1994, 2006; Trompenaars & Hampden-Turner, 1997) has impact on the *degree of customer involvement* service dimension related to how customers relate in the service process with the company, if they try to control employees' actions or if they let themselves be guided by the employees in the service process, building a relationship. It has impact on the *convenience level* service dimension, in the evaluation that customers make about service risks, among other aspects, they evaluate the impact of the service in nature, for the individual it can be important live in harmony with nature (preserving the natural order) or can see nature as a subservient resource. It has also impact on the *contact personnel performance* service dimension, as for example employees can take orientate and control customer's actions or employees can just adapt themselves to customer needs, building a confidence relation. It has influence on the *information and communication power*, as the information can be controlled by the service provider or by the customer, and so, one of the parts is in a subjugation or harmony condition, and the other in a mastery condition with more power in the service process. Similarly, it has influence on the *environment and social responsibility* service dimension, as for example individuals can live in harmony with nature, trying to maintain a balance among nature elements, what can lead to individuals also expect that service providers also have a concern for creating services in harmony with nature, with environmental concerns. Lastly, the *nature orientation* dimension influences the *complexity degree* service dimension, as customers evaluate the level of control that the service provider has in the service, regarding for example the definition of the number of service steps and its complexity, customers evaluate if the service provider makes those definitions in a mastery position, controlling all the process without any participation from customers.

Therefore, the following hypotheses are posited:

Hypothesis 4a (H4a): The *nature orientation* dimension has influence on customer's expectations about the *degree of customer involvement* in the service.

Hypothesis 4b (H4b): The *nature orientation* dimension has influence on customer's expectations about the *convenience level* of the service.

Hypothesis 4c (H4c): The *nature orientation* dimension has influence on customer's expectations about the *contact personnel performance* of the service.

Hypothesis 4d (H4d): The *nature orientation* dimension has influence on customer's expectations about the *information and communication power* of the service.

Hypothesis 4e (H4e): The *nature orientation* dimension has influence on customer's expectations about the *environment and social responsibility* of the service.

Hypothesis 4f (H4f): The *nature orientation* dimension has influence on customer's expectations about the *complexity degree* of the service.

The *human activity* dimension (Kluckhohn & Strodtbeck, 1961; Schein, 2010) has impact on the *degree of customer involvement* service dimension, as customers participation in the service can be controlled by the service provider, it can be influenced by its own nature or by the customers, and it is related with the type of action that the customers have, they can have a low involvement in the service leaving to the service provider the process orientation (being orientation), they can actively participate in the service taking control of some actions (doing orientation) or they can actively participate in the service just to contribute to their own development (being-in-becoming orientation). Likewise, has impact on the *contact personnel performance* service dimension, as the contact personnel will orientate the way that customers behave in a certain context, some may need orientation, some may want to control the situation and employees just need to step in if requested, other customers just follow employees' instructions and others cooperate with employees in order to expand their own knowledge. To finish, it has impact on the *environment and social responsibility* service dimension, as the way that customers express the mode of activity can influence the way that they expect environmental aspects of the service, for example, it is expected that individuals of a being-in-becoming culture (actions with a future orientation) will probably expect a service that care for the environment and for the society.

Therefore, the following hypotheses are posited:

Hypothesis 5a (H5a): The *human activity* dimension has influence on customer's expectations about the *degree of customer involvement in the service*.

Hypothesis 5b (H5b): The *human activity* dimension has influence on customer's expectations about the *contact personnel performance* of the service

Hypothesis 5c (H5c): The *human activity* dimension has influence on customer's expectations about the *environment and social responsibility* of the service.

The *human nature* dimension (Kluckhohn & Strodtbeck, 1961; Schein, 2010) has impact on the *convenience level* service dimension, as customers when evaluating the risks (for example: financial security, physical security and confidentiality) associated with the service consumption have in account if their basic needs and instincts are safeguarded. The *contact personnel performance* service dimension is related with the *human nature* dimension when customers have basic needs that should be satisfied by the contact personnel, which should adopt an appropriate behavior with customers.

Therefore, the following hypotheses are posited:

Hypothesis 6a (H6a): The *human nature* dimension has influence on customer's expectations about the *convenience level* of the service.

Hypothesis 6b (H6b): The *human nature* dimension has influence on customer's expectations about the *contact personnel performance* of the service.

The human relationship dimension (Kluckhohn & Strodtbeck, 1961; Schein, 2010; Schwartz, 1994, 2006; Trompenaars & Hampden-Turner, 1997) is divided into six subdimensions: *individualism*, *hierarchy*, *embeddedness* vs. *autonomy*, *achievement* vs. *ascription*, *universalism* vs. *particularism* and *neutral* vs. *emotional*.

The *individualism* dimension has impact on the *degree of customer involvement* service dimension, as customers from an individualistic culture have an autonomous participation in the service, acting only to support their actions in the service process. It can have also impact on the *complexity degree* service dimension, as the service provider can define the level of integration in the service process and that level can be higher or lower depending on the level autonomy of the customer. To end, it can have also impact on the *environment and social responsibility* service dimension, as customers from a non-individualistic culture chase the wellness and interests of the group and not of the self, they can also pursue social projects from the service providers towards the community.

The *hierarchy* dimension has impact on the *contact personnel performance* service dimension, as customers and employees will relate with each other, employees will solve

customers' problems and will integrate or not customers in the service process, defining roles and power relations between them. It has also impact on the *complexity degree*, as each service process step defined by the service provider can be influenced by how customers relate to each other, how they solve problems that can arise from the service processes complexity, how to manage customers emotions, dynamics and power.

The *embeddedness vs. autonomy* dimension has influence on the *degree of customer involvement*, as the customer can have a higher or lower participation in the service depending on the abilities level to perform some tasks of the service process, that can be oriented by the employees. It has also influence in the *contact personnel performance*, as they need to evaluate customers' needs, but they also need to evaluate customer's abilities to an eventual participation in the service process, evaluating for example if their preferences, feelings, abilities and skills. And again, related to the service process definition, the *embeddedness vs. autonomy* dimension has influence on the *complexity degree* dimension, as the service provider has to define how many steps the service process has and its complexity by having in consideration, once more, customer's preferences, feelings, abilities, way of life, goals and norms.

The *achievement vs. ascription* dimension has influence on the *degree of customer involvement*, as customers can gain status by being involved in the service process.

The *universalism vs. particularism* dimension has impact on the *degree of customer involvement* service dimension, because in universalist cultures' individuals have to behave under the rules that are established, in other words, universalist individuals will participate in the service process if the service provider defines that participation is mandatory. In the same way, impacts on the *complexity degree* service dimension, as universalist individuals will, for example, repeat service steps if the service provider defines it. And finally, has impact on the *environment and social responsibility* service dimension, as universalist customers have a sense of equality it can also influence the way that they expect environmental and social responsibility rules imposed by the service provider.

The *neutral vs. emotional* dimension has influence on the *degree of customer involvement* service dimension, as customers from emotional cultures are expected to get more involved in the service process, as getting physical involved in the service is not a problem for them. It has also influence on the *contact personnel performance* service dimension, as customers from an emotional culture will probably expect that contact personnel to have a performance full of gestures, body movements and feelings. The

neutral vs. emotional cultural dimension has influence on the *complexity degree* service dimension, as a customer from a neutral culture can expect that the service provider defines the steps that customers have to participate in the service process, with limited physical contact for example, and customers will efficiently try to achieve the goals proposed by the service provider. And lastly, it has influence on the *information and communication power* service dimension, as customers from emotional cultures will probably expect a communication more emotional and full of feelings by the service provider.

Therefore, the following hypotheses are posited:

Hypothesis 7a (H7a): The human relationship dimension has influence on customers' expectations about the *degree of customer involvement* in the service.

Hypothesis 7a1 (H7a1): The *individualism* dimension has influence on customers' expectations about the *degree of customer involvement* in the service.

Hypothesis 7a2 (H7a2): The *embeddedness vs. autonomy* dimension has influence on customers' expectations about the *degree of customer involvement* in the service.

Hypothesis 7a3 (H7a3): The *achievement vs. ascription* dimension has influence on customers' expectations about the *degree of customer involvement* in the service.

Hypothesis 7a4 (H7a4): The *universalism vs. particularism* dimension has influence on customers' expectations about the *degree of customer involvement* in the service.

Hypothesis 7a5 (H7a5): The *neutral vs. emotional* dimension has influence on customers' expectations about the *degree of customer involvement* in the service.

Hypothesis 7b (H7b): The human relationship dimension has influence on customers' expectations about the *contact personnel performance* in the service.

Hypothesis 7b1 (H7b1): The *hierarchy* dimension has influence on customers' expectations about *contact personnel performance* in the service.

Hypothesis 7b2 (H7b2): The *embeddedness vs. autonomy* dimension has influence on customers' expectations about the *contact personnel performance* in the service.

Hypothesis 7b3 (H7b3): The *neutral vs. emotional* dimension has influence on customers' expectations about the *contact personnel performance* in the service.

Hypothesis 7c (H7c): The human relationship dimension has influence on customers' expectations about the *complexity degree* of the service.

Hypothesis 7c1 (H7c1): The *individualism* dimension has influence on customer's expectations about the *complexity degree* of the service.

Hypothesis 7c2 (H7c2): The *hierarchy* dimension has influence on customer's expectations about the *complexity degree* of the service.

Hypothesis 7c3 (H7c3): The *embeddedness vs. autonomy* dimension has influence on customers' expectations about the *complexity degree* of the service.

Hypothesis 7c4 (H7c4): The *universalism vs. particularism* dimension has influence on customers' expectations about the *complexity degree* of the service.

Hypothesis 7c5 (H7c5): The *neutral vs. emotional* dimension has influence on customers' expectations about the *complexity degree* of the service.

Hypothesis 7d (H7d): The human relationship dimension has influence on customers' expectations about the *information and communication power* of the service.

Hypothesis 7d1 (H7d1): The *neutral vs. emotional* dimension has influence on customers' expectations about the *information and communication power* of the service.

Hypothesis 7e (H7e): The human relationship dimension has influence on customers' expectations about the *environment and social responsibility* of the service.

Hypothesis 7e1 (H7e1): The *individualism* dimension has influence on customers' expectations about the *environment and social responsibility* of the service.

Hypothesis 7e2 (H7e2): The *universalism vs. particularism* dimension has influence on customers' expectations about the *environment and social responsibility* of the service.

Previous research has stated before the service encounter, the background of the customer also influences the service process (Hopkins et al., 2005; X. Li et al., 2011). In order to measure the social and economic levels of each country it was adopted the Human Development Index, developed by the United Nations Development Programme². Mark and Howard (1993) and Noorbakhsh (1998) advised against the use of HDI, claims were mainly related with the adequacy of the treatment given to the economic dimension. Although, since 2010 the HDI was reformulated, and most of the limitations were overcome. The HDI is now composed by the life expectancy index, the education index and the income index. So, the age, the sex, the level of income, the level of education, the human development index, labour connection with the service, service category, the

² Retrieved on 9th of June of 2018 from <http://hdr.undp.org/en/2016-report>

frequency of use of the service can influence customers' expectations about a service. Having in consideration these previous factors, it is important to control their effects to better measure the impact of cultural dimensions on customers' expectations about service dimensions. Hence, it is fundamental to test the relation between cultural dimensions and service dimensions and its moderation by some factors.

Therefore, the following hypothesis is posited:

Hypothesis 8a (H8a): The relationship between culture and service dimensions is moderated by other factors (human development index, age, gender, education level, annual income, labour connection with the service, service category, use frequency of the service).

Previously, it was stated that the same service can be expected differently by customers from different countries, and subsequently with different cultures. In fact, some authors (Cunningham et al., 2006) have already stated that countries can cluster together according to consumer-based perceptions about services. Thus, countries can cluster together according to customer's expectations about service dimensions, what can indicate that these countries have a cultural proximity, where people have similar behaviours, values and beliefs. So, culture can influence equally customers' expectations about a service in different groups of countries with similar patterns. Henceforth, the following hypothesis is posited:

Hypothesis 9a (H9a): The cultural dimensions influence customers' expectations about a service equally in groups of countries with alleged similar cultural patterns.

Also, the previous cross-cultural studies have placed strong emphasis on the north hemisphere developed countries (North America, Europe and Asia) and fewer studies considerer countries from American countries, some in great economic development, as Mexico, Brazil and Chile (Engelen & Brettel, 2011). These countries have different levels of social and economic development and therefore, can differ in the way that culture influences customers' expectations about services in groups of countries with different levels of human development. Hence, the following hypothesis is posited:

Hypothesis 9b (H9b): The cultural dimensions influence customers' expectations about a service equally in groups of countries with different levels of human development.

Finally, previous research focused on the study of differences in consumer behaviour among different countries and very few focused on identifying similarities (Jacob, 2005). Therefore, customers from countries culturally closer are likely to act and behave equally and to have equal expectations about service dimensions. Having in consideration the customers' expectations about services dimensions, this research tries to uncover the level of proximity/similarity among different countries. Thus, the following hypothesis are posited:

Hypothesis 10a (H10a): High level of proximity in customers' expectations about a service among different countries with alleged similar cultural patterns.

Hypothesis 10b (H10b): Customers' from all countries, with alleged similar cultural patterns, share similar expectations about a set of service dimensions.

In this chapter, it was identified key concepts to understand the cultural influence in customers' expectations about a service. Therefore, it was decided to use the cultural dimensions *time, space, nature of reality and context, nature orientation, human activity, human nature and human relationships* (see Hall, 1976; Kluckhohn & Strodtbeck, 1961; Schein, 2010; Schwartz, 2006; Trompenaars & Hampden-Turner, 1997) to characterize culture. And were developed new service dimensions, *the degree of customer involvement, the convenience level, the contact personnel performance, the complexity degree, the information and communication power and the environment and social responsibility*, to measure customers' expectations about a service. Moving beyond the literature review, the major research gaps were identified, the main research questions were stated and the research hypotheses were posited. In order to uncover cultural dimensions influence on customers' expectations about service dimensions, the level of prediction cultural dimensions have in customer expectations about service (controlling the effect of moderator factors), the influence of culture in customer expectations about a service in different countries with alleged similar cultural patterns and the level of proximity among different countries with alleged similar cultural patterns. The following chapter proceeds with the empirical research, defining in first place the characterization and relevance of the study context, the methodology, the data analysis and the discussion.

CHAPTER II - EMPIRICAL RESEARCH

5. Characterization and relevance of the study context

The hypothesis propositions were tested in Latin countries and in the hotel service. A cross-cultural study is very pertinent, for the reason that, when services are commercialized in foreign countries, the cultural influence plays a major role between customers and the service provider. As culture affects how people consume, a successful internationalization strategy should anticipate cultural influences in customers' expectations about a service, in each country. In fact, managers select countries that are culturally closer to internationalize their company (Martin & Drogendijk, 2014). And the Latin countries are an example, as Latin companies internationalize to Latin countries based on an alleged proximity and on the presumed cultural similarity. Indeed, authors have performed cross-cultural research to cluster the countries that are culturally similar. From these exercises of clustering, emerged several clusters worldwide, but two clusters emerged without agreement on its constitution: Latin countries, subdivided into Latin Europe and Latin America. If this Latin cluster really exists, the customers that live in these countries will have similar expectations about the service dimensions. The service dimensions were analysed in the hotel sector, as it belongs to one of the most important and fastest economic sectors of the world, the tourism sector. Also the hotel sector has unique characteristics that improved the quality of this study, as for example customers have a high level of involvement in the service (Dortyol, Varinli, & Kitapci, 2014). Indeed, the hotel sector has gained attention from research in the last ten years, however, there is relatively little attention when it comes to study the cultural influence in customers' expectations about a hotel service dimensions.

The cultural aspects are one of the major differences between the markets. An internationalization process is a sum of incremental decisions, followed by gathering information about operations in foreign markets (Johanson & Vahlne, 1977): interpret and understand the impact of economic and demographic trends, business cycles, market potential, cultural, sociological and political factors that can affect business, in order to achieve business success in international markets (Cateora et al., 2011). And only by understanding these elements, managers are able to gather information about segmentation, production, promotions and price decisions (Cateora et al., 2011).

The service sector has gained a great importance in the global economy and has an important role in industrialized countries: banking, healthcare, insurance, hotels, transport

and communications firms. Services are now seen as a dominant force around the globe and service firms are now searching for leading markets facing world-class competitors (Cunningham et al., 2006; Javalgi & White, 2002). Service's internationalization has distinct characteristics from products, mainly it has more interpersonal contact and it is essential to understand foreign customer's expectations. New strategic challenges are arising from these service international activities: how to overcome barriers to trade in services, understand if there are consumer ethnocentric tendencies on service evaluation, if there is an association between information content and social/cultural values, how to enter the market and based on what information, how to manage demand, make decision service standardization or local adaptation and service quality considerations are different among different countries. Furthermore, there is a lack of reliable and comprehensive market research studies in services, what it makes even more difficult to promote services abroad (Javalgi & White, 2002).

One of the major challenges to market services internationally is the cross-cultural incongruence (Javalgi & White, 2002). Marketing activities when targeting foreign markets become more complex, require an effort in working in cooperation with other people with a different cultural background. Additionally, international marketing managers need to know more about the markets, not only the main and visible differences between the domestic market and the foreign market: they need to understand how people think, what are their wishes and desires and how they act to fulfil those desires (Holzmüller & Stöttinger, 2001). Customers are culturally diverse, with different religious beliefs, language, education, family structure, gender role, and time orientation (Javalgi & White, 2002), this has influence on customer's expectations, perceptions and evaluations about the service and ultimately it will impact customer's behaviour when experiencing the service (Schumann et al., 2010).

Specifically, understanding culture is essential to understand and uncover customer needs and the way to fulfil them. In sum, culture affects how people consume. Entering in foreign markets involves a high commitment of strategic, technical, managerial and financial resources, and due to resources limitation, companies have to make accurate strategic decisions. And one of the most central elements of this strategic decision is to evaluate the market, by understanding customers, competitors, government, technology and other environmental forces (He & Wei, 2011), that is why culture is such an important issue in international management. A successful internationalization strategy should anticipate cultural influences when deciding about the marketing activities adaptations

from country to country: product, branding, pricing, distribution and promotion, packaging and styling (Wood & Robertson, 2000).

Most of the costs and risks of internationalization are created by distance, which influences the attractiveness of a foreign market. Despite the technological advances of information dissemination that make the world smaller, the distance is still an important issue to study when the goal is to achieve business success in foreign markets (Ghemawat, 2001). In the beginning of the 2000 decade it was developed a model that takes in account four dimensions to measure distances between countries, the CAGE model (Ghemawat, 2001). The first dimension is the cultural distance, related to how people interact with each other and with institutions and how customers build their preferences and choices. The cultural distance is greater when the languages are different, different ethnicities, lack of social networks, different religions and different social norms. The other dimensions are administrative and political distance, geographic distance and economic distance. Despite the previous model, more measures related to distances have been developed to understand differences between the domestic market and the foreign market. As the psychic distance was introduced to measure differences between the domestic country and the foreign country, by analysing business language, national culture, language, economic and educational development and trading channels (Johanson & Vahlne, 1977; Martin & Drogendijk, 2014). Usually firms prefer to develop operations in countries with a smaller psychic distance (Johanson & Vahlne, 1977), that can lead to quicker financial results, due to reduced needs of adaptation (Trudgen & Freeman, 2014).

More recently Martin and Drogendijk (2014) developed a construct, COD index (country distance index), build on the psychic distance literature based on three basic dimensions: socioeconomic development distance, physical distance and cultural and historical distance. Focusing the last dimension, the cultural and historical distance has in consideration the differences in language that can cause problems in the information flow, compromising communication and interpretation of information. So, speaking the same language is an obvious strength when it comes to choose the international market. Moreover, religious differences shape people's behaviour, values and norms, and these differences can lead to misunderstandings and disagreements. For last, the colonial tie can also build a strong relation between the two countries. As higher the country distance is, higher is the possibility of difficulties in communication, information disturbance and obstacles to the international activities. For example, when it comes to the dimension of cultural and historical distance (measured by language distance, distance between

religions, and colonial ties) the Latin American countries and the Latin European countries are the ones with the shortest distance to Spain. Taking into account the physical distance, Portugal and France are the countries with shortest distance to Spain, and it can play a role when selecting the market. The authors concluded that managers first select countries that are culturally and historically closer, because they consider that these factors are the most difficult to overcome. For instance, the Spanish banking groups have made their internationalization to Latin American countries, in a first stage, due to the same language and similar culture that facilitates communication processes and human resources allocations (Fernández, 2007). Likewise, Portuguese companies internationalize to countries that present lower difficulty levels, that are geographically and economically closer (ex: Spain, France) or psychologically close, based on the common language (ex: Angola and Brazil); these factors can reduce entry costs and minimize standardization needs of services or products (Costa et al., 2013).

However, companies have to be careful about this alleged proximity. For example, the Portuguese company group Sonae decided to internationalize in first place to Brazil because of the common language (Anderson & Goffee, 2001) and the presumed cultural similarity with Portugal were expected to help the adaptation to a new market, turning Brazil into a platform for Sonae's international development (Coelho, 1998; Teixeira & Pires, 2001). The outcome was that Sonae quitted from this business and reached the conclusion that Brazilians consumer habits were more similar to North Americans than to Portuguese. Portuguese managers had a clear perception that making business in Brazil it would be similar to Portuguese traditions and practices (Fonseca & Silva, 2011), but difficulties were experienced through internationalization, like in bureaucracy process or low human resources flexibility (Costa et al., 2013). Nevertheless, historical ties, common language and cultural empathy continue to be determinant in business strategies (Fonseca & Silva, 2011). Several companies settled their internationalization based on cultural elements, common language and historical ties:

- Cemex (Mexican) first internationalized to Spain (Paula, 2003);
- Renova (Portuguese) in the first stage internationalized to Spain, France, Belgium and Luxembourg (Costa et al., 2013);
- Bluepharma (Portuguese) plans to internationalize to Brazil and Venezuela (Costa et al., 2013);

- Caetano Bus (Portuguese) plans to internationalize to Latin American countries, particularly to Colombia and Brazil (Costa et al., 2013);
- Marcopolo (Brazilian) installed the first international production unit in Portugal, then expanded also to Argentina, Mexico and Colombia, Latin American countries geographically and culturally close to Brazil³ (Macadar, 2009).
- Gerda (Brazilian) made international acquisitions in Chile and in Argentina, traditionally in the Latin American cluster (Macadar, 2009);
- Portugal Telecom (Portuguese) acquired a Brazilian company (Telesp Celul) in 1998 (Fonseca & Silva, 2011);
- Pascoal & Filhos (Portuguese) in the first stage internationalized to Brazil and to Portuguese-speaking African countries (Brito & Lorga, 1999).

5.1. Latin Countries

The selection of this group of countries was made mainly for two reasons. The first reason is that authors have not reached an agreement in clustering these countries in terms of cultural similarity. The second is because service providers in these countries make internationalization decisions based on alleged cultural proximity/similarity to other Latin countries. So, there is an incongruence, in one side the service providers internationalize to these countries based on cultural similarity, on the other side researchers that tried to cluster Latin countries based on cultural similarity did not reach to an agreement in the countries that constitute the cluster. Consequently, this doctoral thesis analysed if culture influences customers' expectations about service dimensions in Latin countries, and if there is similarity among these countries.

Companies' foreign market selection is fundamentally driven by cultural proximity, where managers select foreign countries that are culturally closer. This cultural proximity makes the adaptation effort to foreign local context easier, where managers do not need to learn new languages, new religions or national backgrounds (Martin & Drogendijk, 2014). Based on the previous examples, there is a predisposition of Latin companies' internationalization to Latin countries, due to cultural links. However, sometimes this cultural identification is over evaluated by managers and is not an outcome of a careful cultural analysis.

³ In 2009 Marcopolo had a sale reduction due to the financial crisis of 2007-2008 that affected especially European countries and closed the unit.

The Latin companies are impressively influenced by the cultural proximity to other Latin countries when strategic decisions of internationalization are taken, revealing expectations of cultural similarity between Latin countries and Latin people. It appears that Latin managers assume that Latin European and Latin American countries, and respective markets, have a low cultural distance between them. This presumed cultural similarity, based on historical ties, on common language, beliefs, values and norms, has been so highly rooted in Latin countries, that when companies internationalize to other Latin countries make less efforts and less research on the foreign culture. Presuming that the Latin countries have a low cultural distance, Latin managers overestimate the importance of the cultural proximity and prefer the Latin countries to internationalize their companies. However, with this cognitive dissonance of some Latin managers, some Latin companies had an unsuccessful performance in their internationalization, some hoped to ease their communication processes and to reduce risks and costs by reaching Latin markets, but these expectations were not met, and they were caught by bureaucracy processes and by different human resources practices and procedures.

It appears that internationalization strategic decisions between Latin countries are stuck on a “presumed cultural similarity paradox” (Vromans, van Engen, & Mol, 2013), where Latin countries are assumed to have a cultural similarity and that this similarity eases the internationalization processes between companies from these countries, and with strong previous assumed expectations about the culture from other Latin countries. Therefore, it is fundamental to understand if the cross-cultural studies previously made are in agreement or in disagreement in defining the countries that take part of the Latin cluster and also agreement or disagreement about the characteristics and values that define each cluster.

5.1.1. Latin cluster constitution

The development of the previous cross-cultural research was useful to cluster countries, in other words, similar cultural dimensions were used to group countries into clusters. In fact, clusters formation is based on specific characteristics of the region, as the language, religion, history and cultural aspects, giving significance to societies and cultures (House et al., 2004). The clusters constitution is not the same for all the authors, it can be explained by the use of different countries, different cultural dimensions, different methodologies or even because of the studies were made in very different decades, where social, economic, political and cultural elements change. However, none

of these previous studies of clustering was applied from a customer's point of view. From 1990 to 2008, the articles focused in comparative cross-cultural marketing research published in the leading marketing and business journals had a strong growth, particularly in consumer attitudes and behaviour studies. Other research areas in the cross-cultural marketing are less developed, as the promotion, characteristics of marketers, organization and management (Engelen & Brettel, 2011). From the previous exercises of country clustering, two clusters emerged without agreement on its constitution: Latin countries, subdivided into Latin Europe and Latin America. The countries were clustered according to the importance given to the cultural dimensions, so the countries with higher cultural proximity are clustered together, as it is expected that the society and people inside this cluster have similar behaviours, values and beliefs.

In 1954 it was founded the Latin Union, an international organization that gathered 36 state members, from different continents, that aimed to protect and promote the Latin heritage, and unify Latin identities. Due to financial constraints the Latin Union suspended activities in 2012. The countries represented in this organization were: Andorra, Angola, Bolivia, Brazil, Cape Verde, Chile, Colombia, Costa Rica, Cuba, Dominican Republic, East Timor, Ecuador, El Salvador, France, Guatemala, Guinea-Bissau, Haiti, Honduras, Italy, Ivory Coast, Moldavia, Monaco, Mozambique, Nicaragua, Panama, Paraguay, Peru, Philippines, Portugal, Romania, San Marino, São Tomé and Príncipe, Senegal, Spain, Uruguay and Venezuela. The common and most important aspects between the countries in the Latin Union were: the official language derived from Latin, literature and media communications in a Latin-derived language and cultural aspects, as for example the inheritance of the legacy of Ancient Rome. The official languages were Catalan, French, Italian, Portuguese, Romanian and Spanish (Latin Union, 2012).

For a further understanding of the Latin significance, it is fundamental to know that Latinity is a synonymous of Romance, and involves philological and linguistic aspects, includes concepts of francophone, Iberian Romance languages, Italian language (Rodríguez, 2005) and Romanian language (Stoiculescu et al., 2014). Bounded by historical factors, such as the inheritance of the Roman civilization that affects not only the language but also the value systems, by religion beliefs associated with certain values and norms, like in the Latin American and Latin European clusters that are Catholic (Hofstede, 1976; S. Ronen & Shenkar, 1985; Schneider & Demeyer, 1991). Cultural differences and specially language, contributed mainly to the clusters formation

(Brodbeck et al., 2000; Hofstede, 1976; S. Ronen & Kraut, 1977; S. Ronen & Shenkar, 1985; Schneider & Demeyer, 1991), which is the case of the European division between Germanic countries (Germany, Austria and Switzerland) and the Latin European group.

Since the development of cultural dimensions and consequently the cross-cultural studies in the management research field, countries have been labelled into clusters based on cultural dimensions, and Latin countries were no exception. Cultural effects arise mostly from the differences between societal clusters rather than differences between countries (Stankov, 2011). The clusters can be useful to review cross-cultural similarities and differences and can be used to guide a sampling strategy for cross-cultural research (Gupta, Hanges, & Dorfman, 2002). There is no perfect or accepted way to cluster countries, clustering societies is considered by some authors as an appropriate and relevant unit of analysis (Gupta et al., 2002).

In Table 7 are presented some studies that group countries into clusters using different variables. Although studies present other clusters, Table 7 only focus on the Latin clusters, European and American.

Table 7: Studies that cluster countries based on cultural dimensions or factors

Author (year)	Purpose	Factors or Dimensions	Clusters
Haire et al. (1966)	Research cognitive descriptions of the managerial role.	<ul style="list-style-type: none"> - Work goals importance; - Need deficiency, fulfilment and job satisfaction; - Managerial and organizational; - Work role and interpersonal orientation. 	Latin European: Belgium, France, Italy and Spain Latin American: Argentina, Chile and India
Sirota and Greenwood (1971)	If cultural differences are a major difficulty encountered by managers when managing employees from other countries.	Work goals.	French: Belgium and France Southern Latin American: Argentina and Chile Northern Latin American: Colombia, Mexico and Peru Independent: Brazil, Germany, Israel, Japan, Sweden and Venezuela

Hofstede (1976)	Explore the value profiles of managers from different nations to look for profile differences and group countries into clusters.	Personal and interpersonal values.	Latin: Brazil, Italy, France, Switzerland – French speaking
S. Ronen and Kraut (1977)	Establish country clusters based on similarities of employees' attitudes and behaviour measures.	22 work goals. Divisions were largely based on language, geography and economic orientation.	Latin European: France, Belgium, Spain, Italy and Portugal Latin American: Peru, México, Colombia, Argentina, Chile and Venezuela Independent: Brazil, Japan, India and Israel
Hofstede (1980)	Explain and observe differences between cultures and cluster countries based on the four indices.	Countries were clustered in the basis of their placement on four indices: power distance, uncertainty avoidance, individualism and masculinity.	Latin European: Argentina, Belgium, Brazil, France, Italy and Spain Latin American: Chile, Colombia, Mexico, Peru, Portugal, Venezuela
S. Ronen and Shenkar (1985)	Review the published literature on country clustering and make a synthesis of country clusters based on previous studies.	Based on the following dimensions: geography, language, religion and per capita GNP.	Latin American: Argentina, Venezuela, Chile, Mexico, Peru and Colombia Latin European: France, Belgium, Italy, Portugal and Spain Independent: Brazil, Japan, India and Israel
Trompenaars and Hampden-Turner (1997)	How cultural differences affect the process of doing business and managing.	Five orientations: universalism vs. particularism; individualism vs. communitarianism; neutral vs. emotional; specific vs. diffuse; achievement vs. ascription.	Latin countries: Argentina, Cuba, Mexico, Venezuela, Brazil, France, Portugal, Italy, Spain and Romania
Brodbeck et al. (2000)	Investigate the assumption that leadership concepts vary as a function of cultural differences in Europe. Based on the European subsample of GLOBE (22 European countries).	Leadership prototypes.	Latin European: Spain, Italy and Portugal Independent: Czech Republic, France, Russia and Georgia

Gupta et al. (2002)	Cross validation study on 59 GLOBE nations.	To form the clusters authors considered: common language, geography, religion, historical accounts, associated cultural interactions.	Latin European: Israel, Italy, Portugal, Spain, France and Switzerland – French speaking Latin American: Venezuela, Ecuador, Mexico, El Salvador, Colombia, Bolivia, Brazil and Argentina
Jesuino (2002)	An overview of the Euro Latin societies.	Based on the GLOBE project study.	Latin European: Spain, Portugal, Italy, French Switzerland, France and Israel
Hofstede, Van Deusen, Mueller, and Charles (2002)	Understand if national cultural differences have survived to globalization.	Goals of business leaders.	Latin Countries: Brazil, France and Panama
Globe Project House et al. (2004)	Identify clusters of societies, based on cultural values and beliefs.	Factors: common language, geography, religion and historical accounts.	Latin European: Israel, Italy, Portugal, Spain, France and Switzerland – French speaking Latin American: Costa Rica, Venezuela, Ecuador, Mexico, El Salvador, Colombia, Guatemala, Bolivia, Brazil, Argentina
Stankov (2011)	Investigate cross-cultural differences from 4 domains in 45 countries from the GLOBE society clusters.	Four broad domains: personality, social attitudes, values and social norms.	Latin European: France, Italy and Spain Latin American: Argentina, Bolivia, Brazil, Chile, Colombia, Costa Rica, Ecuador, El Salvador, Mexico and Venezuela

The studies (see Table 7) illustrate the disagreement in the cluster formation of the Latin American and Latin Europe. For example, the countries that take part of the Latin Europe cluster are very different from study to study: Italy, Spain (cf. Brodbeck et al., 2000; Haire et al., 1966; Hofstede, 1980; House et al., 2004; Jesuino, 2002; S. Ronen & Shenkar, 1985; Stankov, 2011), France (cf. Haire et al., 1966; Hofstede, 1980; House et al., 2004; Jesuino, 2002; S. Ronen & Shenkar, 1985; Stankov, 2011) and Portugal (cf. Brodbeck et al., 2000; House et al., 2004; Jesuino, 2002; S. Ronen & Kraut, 1977; S. Ronen & Shenkar, 1985). Belgium was also integrated in some studies in the Latin European cluster (Haire et al., 1966; Hofstede, 1980; S. Ronen & Kraut, 1977; S. Ronen

& Shenkar, 1985) due to similarities in location (next to France), language (part of Belgium speaks French and another part speaks Dutch) and cultural background (S. Ronen & Kraut, 1977), also the Hofstede (1980) four dimensions study score Belgium more closer to France than to the Netherlands due to the French language rooted the Belgian social structure (Hofstede et al., 2010). But it was admitted that the Latin European cluster in two groups, one containing Spain and Italy, and the other containing France and Belgium (S. Ronen & Shenkar, 1985), very close to the Anglo-American cluster (S. Ronen & Kraut, 1977). However, it does not figure in more recent studies. After the 21st century French Switzerland and Israel (Gupta et al., 2002; Gupta, MacMillan, & Surie, 2004; House et al., 2004; Jesuino, 2002) were also considered as Latin European countries. S. Ronen and Shenkar (1985) state that Latin American and Latin European clusters are expected to ensemble, mainly because of the effects of Spain and Portugal on colonized countries in Latin America that suggests strong ties (in language and religion), what makes probable that Portugal and Spain form a cluster with their former colonies. Focus also for Portugal that is part of the European cluster by some authors (Brodbeck et al., 2000; Gupta et al., 2002; House et al., 2004; Jesuino, 2002; S. Ronen & Kraut, 1977; S. Ronen & Shenkar, 1985) and part of the Latin American cluster for another author (Hofstede, 1980), in cultural terms.

The disagreement is not only in the cluster constitution, as also in the definition of the culture characteristics of each cluster.

Hofstede (1976) stated a single Latin cluster, composed by south American countries and southern European countries with common linguistic and cultural factors, and later this unique cluster gave place to a division, the Latin American and Latin European clusters, where the only difference relied on the individualism index, which is low for Latin American countries (Hofstede, 1980); and then again later cluster these countries in an unique group (Hofstede et al., 2002). Therefore, the Latin Europeans have a higher individualism index than Latin Americans.

One more distinctive characteristic of the Latin European cluster is their emphasis on collectivism rather than individualism (Jesuino, 2002) and additionally they have a less conservative view on psychological domains than Latin America cluster (Stankov, 2011). However, Schwartz (2006) states that Latin America culture is collectivist, with high hierarchy and embeddedness levels (main components of collectivism) and lower intellectual autonomy (main component of individualism). Additionally, France, a Latin European country, was scored as being autonomous (component of individualism), but

with high levels of egalitarianism, with concern with the welfare of others (Schwartz, 1994). Therefore, there is no agreement in defining Latin American and Latin European countries as collectivist or individualist cultures.

Regarding the Latin Americans, they live life as it comes, based on unpredictability and not worrying about results (Gupta et al., 2002), but they are worried about social norms (Stankov, 2011) or about their personal status in society (Gupta et al., 2002), especially in the Southern American countries, where they also have a high desire to achieve security (Sirota & Greenwood, 1971). On the opposite, Latin Europeans perceive organizations as a social system with relations of power, authority and hierarchy, where for example, managers always have to answer accurately to employees (Laurent, 1986), establish clear hierarchies and with a formal centralized management, with a political character (Hofstede, 1980; Laurent, 1983), where profit is more important than relationships and quality of life (Schneider & Demeyer, 1991). The challenge for Latin European societies is how to balance the need for competitiveness with their traditional preference for a paternalistic and interventionist government, which is expected to regulate, educate and protect its individuals (Jesuino, 2002; Rabasso & Rabasso, 2005).

In terms of similarities, for the Latin cultures time is unlimited and expandable, there is a lower sense of urgency (Hall, 1959) and are commonly known as the “tomorrow” societies (Schneider & Demeyer, 1991). Generally, both Latin clusters are characterized by high power distance, high uncertainty avoidance and high variance in masculinity (Hofstede, 1980). The high power distance countries are more centralized and with less employee participation, so managers are discouraged to ask for employee participation, as it will reduce profitability (Newman & Nollen, 1996). Managers from Latin countries see the organization as an authority structure (Laurent, 1983), see the uncertainty as a crisis and make proactive structural decisions to reduce it (Schneider & Demeyer, 1991). Latin countries also scored as ascription-oriented cultures (status is attributed by right) and as inner-directed cultures (control nature by personal judgement) (Trompenaars & Hampden-Turner, 1997). Among other similarities with the Latin American cluster, the Latin European individuals also indicate weak practices on performance orientation and that power should be placed on the higher levels of society (Brodbeck et al., 2000; Gupta et al., 2002; Jesuino, 2002).

As seen previously, Latin countries are assumed to have a cultural similarity, not only in terms of internationalization processes among companies from these countries, as also in the cross-cultural research, where Latin Europeans and Americans share some

cultural characteristics. If this Latin cluster really exists, the customers that live in these countries will have similar expectations from a service, more particularly about the service dimensions. Consequently, all the Latin countries that were presented in the previous cross-cultural research were considered (see Table 7), with the exception of cantons or communities, as Switzerland – French speaking and French Community of Belgium. It was also added one country that is Latin but was never aimed in research, Uruguay. Therefore, the Latin European countries selected for this research are: France, Italy, Portugal, Spain and Romania. And the Latin American countries are: Bolivia, Brazil, Chile, Mexico and Uruguay.

5.2. Tourism and related services

In the more recent research, the travel and tourism services are one of the most explored themes. The tourism sector in some countries is the main player in the economic development and also one of the most subjects studied in the service quality research, because of its uniqueness characteristics, as for example in hotel services, customers are part of the service experience (Dortyol et al., 2014). Indeed, the tourism sector is one of the most important and fastest economic sectors of the world, representing 10% of the world's GDP, 7% of world's exports (1.4 trillion US dollars) and 30% of service exports in 2016 (UNWTO, 2017b). International tourist arrivals continued to grow in the last seven years, around 4% per year, reaching 1,235 million in 2016, with 300 million people travelling internationally for tourism between 2008 and 2016 (UNWTO, 2017a).

In the previous literature (Cunningham et al., 2005; Cunningham et al., 2006; C. H. Lovelock, 1983) the services presented in Table 8 were used to test the service's dimensions. It was considered a wide range of services.

Table 8: Selection of services in previous studies that tested service dimensions

C. H. Lovelock (1983)	Cunningham et al. (2005); Cunningham et al. (2006)
<ul style="list-style-type: none"> ■ Freight transportation ■ Health care ■ Education ■ Laundry and dry cleaning ■ Banking ■ Spectator sports ■ Fast-food restaurants 	<ul style="list-style-type: none"> ■ Commercial airlines ■ Hospitals ■ Universities ■ Dry cleaning ■ Banking ■ Spectator sports ■ Fast-food restaurants

<ul style="list-style-type: none"> ▪ Museums, theatres and movie theatres ▪ Plumbing ▪ Legal services ▪ Passenger transportation (includes taxi service) ▪ Restaurants ▪ Routine appliance repair ▪ Beauty salons ▪ Hotel services ▪ Telephone services ▪ Landscaping/lawn care ▪ Veterinary care ▪ Accounting and insurance ▪ Real estate ▪ Architectural services ▪ Broadcasting ▪ Information services ▪ Janitorial services ▪ Security 	<ul style="list-style-type: none"> ▪ Movie theatres ▪ Plumbing ▪ Legal services ▪ Public transit ▪ Fine restaurants ▪ Appliance repair
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Source: Based on Cunningham et al. (2005); Cunningham et al. (2006); C. H. Lovelock (1983)

In order to analyse the existing literature in the marketing services, and specifically to uncover the main types of services that have been studied, it was collected data of citations of the following indexes: Science Citation Index Expanded (SCI-Expanded), Social Science Citation Index (SSCI), Arts & Humanities Citation Index (A&H CI), compiled on the Thomson/Reuters-ISI online database. The search was retrieved in July 2017 in the ISI Web of Science, taking into consideration the last ten years (2006 to 2017) and applying a filter on the type of document, choosing only “articles”. The expressions used for the research were: "marketing service*" or "service customer expectation*" or "service customer satisfaction" or "service quality" or "service expectation*" or "service perception*" or "service satisfaction" or "service experience*". The result was 6882 articles published in this period, represented in Appendix B. Between 2013 and 2016 it was published 44% of the articles in this research area, what indicates that is a recent topic of research and with a growth rate of approximately 12% between 2006 and 2016.

Afterward, with the main goal of understanding the relations between the selected articles, it was analysed the key-word occurrence. Using a computer program, VOSviewer (version 1.6.5), it was created a term co-occurrence table based on text data from the selected scientific publications. The 102.070 extracted terms were from the title

and abstract fields. The terms that had a minimum number of occurrences of 100 were selected, what gave a final number of 414 terms selected. From here the computer program calculated a relevance score and selected 60% of the most relevant terms. The final number of selected terms were 248, presented in Appendix B.

The main services types that emerged from the co-occurrence term analysis from 2006 to 2017 were “health related and social services” and “tourism and travel related services” (see Table 9). Despite the “health related and social services” being one of the most researched themes, in a customer’s expectations analysis these services are not the more suited, as often customers have not a free option in choosing the service provider, as in fact, customers are in a fragile situation and have to accepted the service that is closer or that is offered faster. In reverse, the “tourism and travel related services” have unique characteristics that can enhance the quality of the research, as customers are free of basic constraints to choose the service provider and in fact can actively participate in the service process.

Table 9: Main service types

Type of service	Term	Occurrence	Total
Health Related and Social Services	Patient	1536	3633
	Hospital	771	
	Health	340	
	Patient satisfaction	320	
	Nurse	272	
	Health care	217	
	Physician	177	
Tourism and Travel related services	Hotel	589	1919
	Tourist	341	
	Tourism	229	
	Destination	220	
	Restaurant	333	
	Food	207	
Transport Services	Passenger	436	952
	Airline	385	
	Public Transport	131	
Educational Services	Education	291	669
	University	259	
	Higher education	119	
Recreational, Cultural and Sporting Services	Library	282	282

Financial Services	Bank	269	269
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Most of the published articles regarding the tourism and travel related services, are about hotels and restaurants, focusing on customer satisfaction and service quality research. Very rare have a specific focus on customers' expectations and on customer's perceptions about those selected services. Companies that are focused on differentiating their service in a competitive market have to centre their activities on improving service quality according to customer's expectations. In fact, tourism due to its continued growth in all world, has become a highly competitive service sector, being one of the driving forces for regional development (S.-H. Kim, Holland, & Han, 2013). Customers that acquire tourism services have a particularity: they buy it because they want to. Tourists want to experience new environments and new situations, so the effort and time that they put into a tourism service is different from other services (Prebensen, Vittersø, & Dahl, 2013).

It was performed an in-depth review of service quality and customer satisfaction based on the previous studies made in the tourism sector (see Appendix B).

Regarding the service quality literature, studies have focused on the identification of tourists expectations of service quality (X. Li et al., 2011), the comparison of customers' expectations to real experience (Chang, Liu, Park, & Roh, 2016; Manhas & Tukamushaba, 2015), the analysis of the differences between customer's perceptions and expectations (Blešić, Čerović, & Dragičević, 2011; Istudor, 2009; Y.-C. Lee, Wang, Chien, et al., 2016). For example, Kam et al. (2015) understand the gap between customers' normative expectations and management perceptions of customers' expectations of religious themed hotels, the first gap identified by Parasuraman et al. (1985). Other authors studied the managers-employees and customers perceptions of service quality performance (Bora & Halil, 2015; Y.-C. Lee, Wang, Chien, et al., 2016). Using the HOLSERV, Y.-C. Lee, Wang, Chien, et al. (2016) identified and analysed service gaps based on the perceptions of tourists, managers and employees in the hotel sector. The authors specifically examined tourist's expectations and perceptions of service quality, manager's perceptions of customer's expectations, employee's perceptions of manager perceptions and employee's perceptions of perceived service. Results showed that managers do not fully understand customers' expectations about service quality, what leads to a misunderstanding by employees of customers' expectations about service quality, so employees did not deliver the expected service to

customers.

Moreover, some authors have identified the sources of information that contribute to the expectations formation in tourism services, as the corporate image (Y.-C. Lee, Wang, Lu, et al., 2016), online information sources (Jin, Lin, & Hung, 2014; S. Liu et al., 2013), electronic word-of-mouth (S. Liu et al., 2013), perceived image, past experience, advertising (Nath, Devlin, & Reid, 2016; Rodríguez del Bosque, San Martín, & Collado, 2006), reference groups (as family, friends and co-workers) (Jin et al., 2014), word-of-mouth (Jin et al., 2014) and price (Nath et al., 2016). Ultimately, Anastasios and Jovana (2007) investigated customer's expectations of a dining service, the factors that influence their expectations and the factors that shape their dining choice. Reliability and responsiveness are the service quality dimensions that raise higher expectations of students in a dining service.

In addition, culture is a critical factor, as it shapes customer's expectations. This fact is even more evident when individuals consume services in a foreign place, as the usual behaviour is affected by their own cultural values and norms (X. Li et al., 2011) and moreover, the foreign place can be viewed by customers as a place to share culture and enrich knowledge (Kam et al., 2015). So, services activities, personnel, branding and management dimensions are also expected to reflect cultural identity, as symbols, heroes, rituals and values (Kam et al., 2015). For example, Chinese tourists have high expectations for service performance in accommodations and food and beverages, as Chinese culture is attached to Confucian values related to workplace dedication and professionalism (X. Li et al., 2011).

Culture is not only itself an influence on customers' expectations formation, as also influences other sources of information of expectations formation. Nath et al. (2016) showed that the cultural dimensions uncertainty avoidance and power distance moderate the effect of advertising promises on service expectations of tourists in new hotels. So, high uncertainty and low power distance tourists show apathy to the advertising signals, they seek more information in other sources in order to reduce risks. Customer's national cultural differences also affect perceived satisfaction and loyalty with hotel service, meaning that customers can receive the same service from the same provider, but they experience it in a different way. However, Hofstede's taxonomy is not fully supported, as for example, Americans are grouped as individualist, but at the same time they put great importance on the interactive elements of service. In contrast, Austrians are labelled by Hofstede as collectivist, but they do not attribute importance to the interactive elements

of service (Pantouvakis, 2013). The cultural dimensions *uncertainty avoidance* and *individualism/collectivism* have influence on the relationship between each dimension of service quality and tourist's satisfaction with the distribution channel, namely travel agency or online purchase (Sabiote, Frías, & Castañeda, 2012). For example, English people have a high degree of individualism and so they prefer to maintain a distance between themselves and the service provider and demand a high efficacy of the service, however for Spanish people, a collectivist culture, they prefer to maintain a close distance between themselves and the service provider (Sabiote et al., 2012). Responsiveness dimension of a travel agency service or from an online tourism service provider has a significant effect on satisfaction for individuals from collectivist cultures, as for example the Spanish people (Sabiote et al., 2012).

The hotel or accommodation stay is considered adequate to test service quality, because service processes are complex, with many interaction activities, relational aspects and involvement between service providers and customers. Also includes tangible aspects related to the use of facilities (Sánchez-Hernández, Martínez-Tur et al. 2009). Actually, the hotel is the preferred scenario for testing service quality frameworks: to identify tourist perceptions and expectations of service quality (Asad & Tim, 2010; Blešić et al., 2011; Briggs, Sutherland, & Drummond, 2007; Dortyol et al., 2014; Istudor, 2009; Manhas & Tukamushaba, 2015), to explore service quality dimensions (Dortyol et al., 2014; Sánchez-Hernández, Martínez-Tur, Peiró, & Ramos, 2009), to identify antecedents of perceived service quality (González, Comesaña, & Brea, 2007; Rachau, Collins, Nale, & Barr, 2015) and sources of information that influence customers' expectations (Nath et al., 2016). There is an effort from research to identify the most important service quality dimensions. Some authors have reached the conclusion that tangibles, food quality and reliability are the dimensions that have more influence on the hotel service quality and therefore on customers satisfaction level (Blešić et al., 2014; Dortyol et al., 2014). Other authors tried to understand the perceived quality of a hotel by the customer (Rachau et al., 2015), by comparing customers' expectations (using SERVQUAL) to perceptions (Blešić et al., 2011; Istudor, 2009) studying differences between attributes importance and their real performance (Asad & Tim, 2010) and, also tried to identify the main determinants of perceived service quality (González et al., 2007). Customers' expectations of a hotel's service quality have received great attention from academics and practitioners. There has been studies of measuring customers' expectations of hotel hospitality level (Ariffin & Maghzi, 2012), to measure expectations and perceptions about

hotel's ecological dimensions (Bastič & Gojčič, 2012; Eric, 2013). However, there is relatively little attention when it comes to study differences in customers' expectations about a hotel service in terms of cultural dimensions.

In the last ten years, the research in the tourism service sector as focused in understanding customers' perceptions and expectations, their differences, gaps and sources of information, from the customers' and service provider points of view. In terms of services dimensions, there is a high utilization of service quality dimensions, and in fact, there is a great concern from authors in defining the service quality dimensions of the hotel service. Indeed, authors have showed preference to develop research in hotels and restaurants. Despite that, very few analysed the influence of culture in services dimensions, and the one's that analysed it, resort to Hofstede's cultural dimensions, that are not advised to be used in a research where consumer relations are very strong, as seen previously. Therefore, this research was applied to customers' living in Latin European and Latin American countries and to inquire about their expectations about the hotel service dimensions and their cultural dimensions.

The next section (Section 6) presents the methodology to proceed the empirical research.

6. Methodology

The literature review based on customers' service expectations, cultural dimensions and service dimensions established a starting point to formulate hypothesis and to the empirical model construction. The objective of this section is to present the methodological procedures that guided the empirical research.

The selected method to observe variables was questionnaire, applied to students from Latin European and Latin American countries, that inquiries about their expectations about minimum acceptable level of service for an hotel, regarding the variables that compose the new service dimensions, and about their cultural dimensions. The first section (section 6.1) presents the research strategy and the operationalization of the methodology (subsection 6.2). Data collection (subsection 6.2.2) and questionnaire (subsection 6.2.3) procedures are addressed in this section. Also, in this section are presented some considerations about selected data analysis techniques (subsection 6.2.4), namely, about Structural Equations Modelling (includes multigroup analysis), Multidimensional Scaling and Hierarchical Linear Regression.

The presented theoretical framework is a sum of predeterminations of relationships, of the discussion and interpretation of the literature. Indeed, in this doctoral thesis, the proposed theoretical framework analyses the relationship between customer's services expectations about service dimensions and the cultural dimensions. Nevertheless, the research in the fields of consumer behaviour, international business, marketing of services, internationalization marketing, customer satisfaction, service quality and cross-cultural management, was essential to identify the variables of this study. Then, it is essential to proceed and confront theory with empirical observation (Gefen, Straub, & Boudreau, 2000), guided by the proposed hypotheses.

The literature review disclosed that studies that tried to understand the cultural influence on customers' perceptions, customer satisfaction, sources of information and service quality majorly used a quantitative approach, using questionnaires (see Cunningham et al., 2006; Donthu & Yoo, 1998; Nath et al., 2016; Pantouvakis, 2013; Sabiote et al., 2012), very few used a mixed approach, using qualitative and quantitative methods (see Bartel et al., 1996; Kam et al., 2015). Additionally, all the studies that used a quantitative approach used Hofstede's cultural dimensions. Therefore, it seems that the quantitative approach, using questionnaires, is the most suited to study cultural influences in consumer behaviour aspects. Likewise, none of the authors researched about the

cultural influence on customer expectations about service dimensions. Additionally, authors have a preference for using Hofstede's cultural dimensions, leaving behind other approaches that can be more accurate to measure cultural aspects. From the literature review it is followed a logical approach, where are stated propositions in order to the tested.

The main goal of this doctoral thesis is to determine new relationships between culture and customers' expectations about services, applied in different countries, moving beyond the utilization of Hofstede's cultural framework to measure cultural dimensions. Hence, the main purpose is to determine the influence of cultural dimensions on customers' expectations about service dimensions. In the same way, to understand the role of prediction elements and cultural dimensions in the customers' expectations about service dimensions, and to comprehend, if customers from different countries with similar cultural patterns, as it is the case of Latin European and Latin American countries, expect services equally. And, in this sense, to determine the level of proximity or similarity among these different countries.

According to Creswell (2009, p. 99), when a researcher makes a deductive use of theory with the objective of testing it to understand "what factors or variables influence an outcome", with the presentation of research inferential and descriptive questions, the most appropriate approach to use is quantitative.

6.1. Research strategy

The research strategy represents the actions, including the methods, that have been taken to deal with the research problem, namely with research questions, to reach the research objectives. The research strategy followed the proposed scheme in Figure 2. In a first stage, it was identified the research topic and with it some research questions have been sketched, and some key concepts were identified, in order to understand the cultural influence in customer expectations about a service. Some authors (see Donthu & Yoo, 1998; Lewis, 1991) stated that culture is a major influence on customer's expectations about service quality. Nevertheless, it was important to understand if culture influences not only the expectations about service quality, but also other dimensions of the service.

So, the next major step was to conduct an extended literature review on those key concepts. Namely on cultural dimensions, where the dimensions *time, space, nature of reality and context, nature orientation, human nature, human activity and human relationships* (see Hall, 1976; Kluckhohn & Strodtbeck, 1961; Schein, 2010; Schwartz,

2006; Trompenaars & Hampden-Turner, 1997) were chosen to be used in the research to characterize the culture of each country. On customers' expectations about services, that are an anticipation to a service experience (Wu et al., 2014), regarding what a service should offer (Parasuraman et al., 1988). And on services dimensions, as customers' have expectations for each one of the service dimensions. New service dimensions were defined and were considered to be measured.

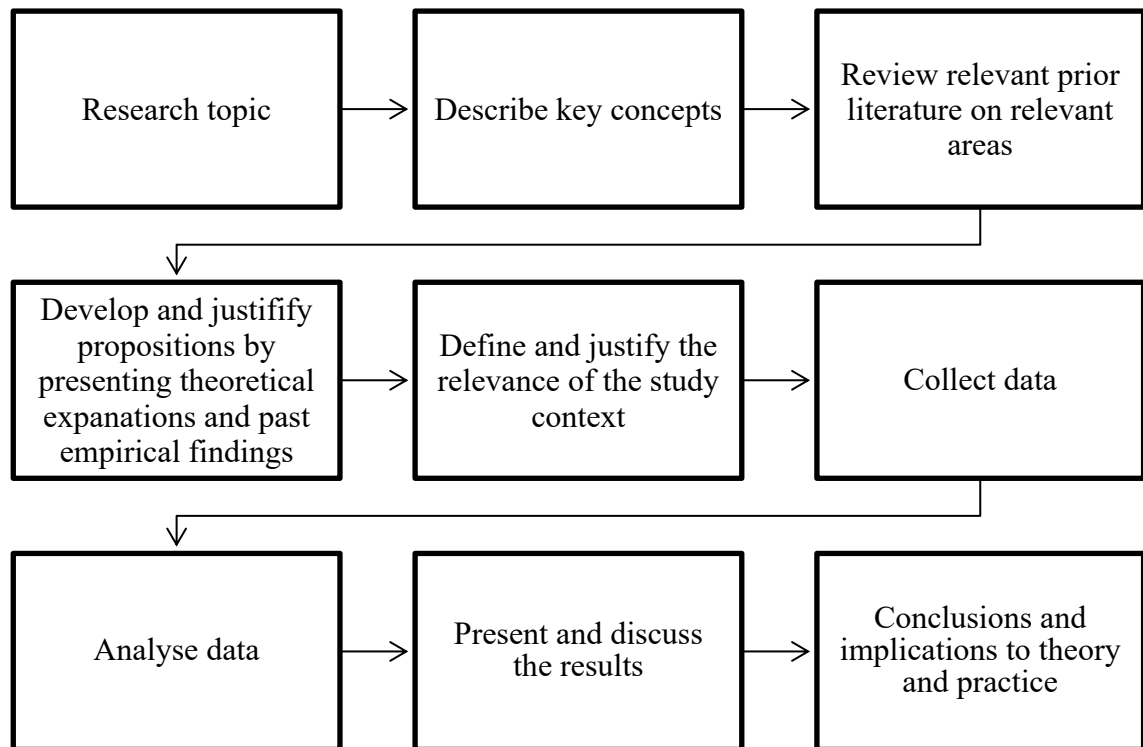
Then, it was possible to define the research gaps and then the research questions: (i) Does culture influence customer expectations about service?; (ii) What level of prediction cultural dimensions have in customer expectations about service, controlling the effect of moderator factors?; (iii) Does culture influence equally customer expectations about service in different countries with alleged similar cultural patterns?; (iv) What is the level of proximity among different countries?

Thus, given the research questions of this doctoral thesis, the relationship between cultural dimensions and the customer expectations about a service was the basis to develop the hypotheses to be tested.

The hypotheses propositions were tested in Latin countries and in the hotel service, both have research interest, the Latin countries because of its alleged cultural proximity and similarity and the hotel sector, as it belongs to one of the most important and fastest economic sectors of the world and has unique characteristics that improved the quality of this study (Dortyol et al., 2014).

In order to test theory, it was necessary to define the methodology to apply, a quantitative approach, and then to define the data collection procedures. As it is defined in the next sections.

Figure 2: Steps of the doctoral thesis



Source: Based on Webster and Watson (2002)

6.2. Operationalization of the methodology

This section is dedicated to the operationalization of the previous chosen methodology. In a first stage it is defined the population, that are university students (preferentially students that are attending post-graduate, master and PhD programs) attending universities from the selected Latin countries. The Latin countries chosen are: France, Italy, Portugal, Spain and Romania, as the Latin Europeans, and Argentina, Bolivia, Brazil, Chile, Colombia, Costa Rica, Ecuador, El Salvador, Mexico, Panama, Peru and Venezuela, as the Latin American. In the second stage, it is chosen the data collection procedure, that is a structure questionnaire, where items are measured using a seven-point Likert scale, majorly adopted from other authors. In the third stage are presented some basic considerations about the chosen data analysis techniques.

6.2.1. Sample definition

This doctoral thesis performed a multi country analysis, a gap identified previously in this research area (Engelen & Brettel, 2011), in order to examine cross-cultural similarities and differences in customers' expectations of services. In terms of

methodology, there is a strong dominance of two-country studies, especially from the north hemisphere countries, from North America, Europe and Asia (Engelen & Brettel, 2011; Richardson & Smith, 2007). There are very few studies with South American countries, where there are important countries in great economic development, as Mexico, Brazil and Chile (Engelen & Brettel, 2011). Cardon (2008) advises that cross-cultural research should include a minimum of 10 to 15 cultures. Additionally, some authors argue that some countries are assumed to have a cultural similarity and that similarity eases internationalization processes (Vromans et al., 2013). This research aims to take a step further and make a transcontinental cross-cultural study and due to these gaps, this research considered 10 different countries with a “presumed cultural similarity paradox”, in order to understand if culture influences equally customers’ expectations about hotel service in different countries with similar cultural patterns. As stated previously, in section 6.2, the considered countries for this research are: France, Italy, Portugal, Spain and Romania, as the Latin Europeans, and Argentina, Bolivia, Brazil, Chile, Colombia, Costa Rica, Ecuador, El Salvador, Mexico, Panama, Peru and Venezuela, as the Latin American.

The population was composed by university students, preferentially students that are attending post-graduate, master and PhD programs. The objective was to have people that can answer a questionnaire about consumer issues and that are customers of the hotel service, with resources to spend on that service. In fact, Schwartz (2006) stated that “countries are meaningful cultural units” and that students are an ideal sample to make cross-cultural research, as they match on critical characteristics.

Then, universities from the selected Latin countries were chosen from the QS World University Ranking 2018⁴ and from the QS Latin America University Ranking 2018⁵ (see Appendix C). It was asked to the universities to disclose the questionnaire by email through their students, preferentially by the students attending post-graduate courses, masters and doctoral programs. The access to mailing lists, for example, allowed access to the population and consequently created a random sample. So, by applying simple random sampling, each individual in the population has the same probability of being selected, and therefore the sample probably represents the population (Malhotra & Birks, 2007).

⁴ <https://www.topuniversities.com/university-rankings/world-university-rankings/2018>

⁵ <https://www.topuniversities.com/university-rankings/latin-american-university-rankings/2018>

In order to proceed to a successful regression analysis, namely with the application of linear regression and exploratory factorial analysis, Marôco (2010) advises that a sample should have between 10 and 15 observations for each observed variable or 5 observations for each parameter. In the case of this doctoral thesis, there are 49 observed variables and 37 latent variables. According to this author, the sample size of this doctoral thesis should have, at least, between 490 and 735 observations. M. M. Hill and Hill (2002) mention that the sample should have at least 5 observations for each variable, so according to this author the sample should have at least 430 observations. Following the suggestions of the previous authors, the sample of this doctoral thesis is adequate (n=1262).

6.2.2. Data collection

The data was collected through questionnaires, using a direct method, which is another gap in the cross-cultural studies (Engelen & Brettel, 2011). In cross-cultural studies it should be paid especial attention to the measuring instruments and how the data is collected, in order to avoid misunderstandings. So, it should be employed a uniform data collection procedure, that were questionnaires.

Online data collection is suited for research that wishes to access to large and geographically disperse populations, what turns the research more time and cost efficient. In addition, the use of internet to collect data can be more appealing to some groups, as it is the case of students (Samúel, Michael, & Ásrún, 2007). Therefore, data was collected through an online questionnaire and to increase the filling rate and the validity, all questions were of mandatory answer. The questionnaire was available online (using google form) between 10th of April and 4th of June 2018.

The questionnaire was sent to the selected universities from the chosen Latin European and Latin American countries, as explained previously, by email, with an introductory text, the link to the webpage with the online questionnaire, and with a brief explanation of the doctoral thesis. It was asked to the universities to disclose the questionnaire through their students, preferentially by the students attending post-graduate courses, masters and doctoral programs. And also, respondents were encouraged to resend the email to their university colleagues, so it is not possible to calculate a response rate.

6.2.3. Questionnaire

The questionnaire was translated to each local language by a local expert (with knowledge about customs and usages in the local culture), and then it was applied back translation to assure the words have the same meanings in both languages. Special attention was also paid to idiomatic and conceptual equivalence (Sekaran, 2003). The questionnaire was made in English and then translated to the native languages of the Latin countries, Portuguese, Spanish, Italian and Romanian. The translations were made by native professionals. The Portuguese version was revised by a Brazilian in order to be applied in Brazil, as some expressions used in Portugal have a different meaning in Brazil. The same occurred in relation to the Spanish version and its application in Spanish-speaking Latin American countries. All the applied versions of the questionnaire are presented in Appendix D. The data was collected at the same time in all the countries (Sekaran, 2003).

The ultimate goal of the questionnaire is to test the proposed hypothesis and understand relationships among constructs. Therefore, the questionnaire is divided into three main sections. The first section regards the measurement of customers' expectations about each new service dimension. The second section measures the cultural dimensions previously identified in the literature review as relevant for this study. These are the independent variables that can influence customers' expectations about service dimensions. And the third section contains questions about demographic information and some moderator elements.

The questionnaire was designed to reduce any ambiguities or imprecisions and it was assured to respondents the anonymity and confidentiality of the study. The questionnaire construction was an evolutionary process. First, it was identified in the literature constructs, questions and scales that could fit into the new service dimensions and of the cultural dimensions. Then it was outlined a first sketch, that gathered 395 questions. Those questions were categorized into each subdimension of the new service dimensions and of the cultural dimensions. After, followed several exercises of identification of repetitions and questions with a dubious understanding, those questions were eliminated, but some subdimensions had no questions already measured by previous authors, so, based on the literature review it were outlined new questions. After this process, the questionnaire had 123 questions. A first test was made in Portugal, with a distribution of the questionnaire through people engaged in the tourism and hotel research field. It was asked to respondents to not only answer the questionnaire, but also to identify

the questions that were not clear or repeated. The objective of this test was to clear any conceptual doubts. The final version of the questionnaire has 98 questions.

The format of the first section of the questionnaire was based on service quality measurement questionnaires developed by Parasuraman, Zeithaml, and Berry (1994), it measures customers' expectations about the minimum acceptable level of service for an hotel. The second section of the questionnaire was based on the previous cultural dimensions and subdimensions stated in Table 3. For the cultural dimensions it was adopted a unidimensional scale, based on the authors of these dimensions. The third section of the questionnaire was also based in previous research, to access demographic characteristics and moderating variables of the hotel service. In Table 10 is presented the questionnaire structure, with all the questions, the indication of the original measurement scale (if it is a new question is presented the applied scale), the authors from the question and the indication of adaptation or not, the sub-dimension and the dimension that questions belong to.

Table 10: Questionnaire structure

No	Question	Original measure scale	Authors	Sub-dimension	Main New Service Dimension
Indicate the extent to which you expect the hotel to...					
1	Give the possibility of choosing the place of acquisition (e.g.: online, travel agency)	7-point scale (minimum acceptable level of service for an hotel: low/high)	Own elaboration	Consumer involvement or participation	<i>Degree of customer involvement (DCI)</i>
2	Identify yourself with your way of being and existing	9-point scale (disagree strongly/agree strongly)	Adapted from Kalamas et al. (2002)		
3	Keep staff in constant contact with you during your stay	7-point scale (minimum acceptable level of service for an hotel: low/high)	Own elaboration	Degree of customer contact	
4	Build a good relationship with you instead of thinking only about profit	5-point scale (not important at all/extremely important)	Adapted from Ariffin and Maghzi (2012)	Tie strength with client	

5	Contact you (after your stay) by the hotel's loyalty program	7-point scale (minimum acceptable level of service for an hotel: low/high)	Own elaboration	Relationship or interpersonal interaction	
6	Service without human intervention (only by machines)	7-point scale (minimum acceptable level of service for an hotel: low/high)	Own elaboration	Method of service delivery/Nature of customer/service system interaction	
7	Deliver a consistent service, every day during your stay	7-point scale (minimum acceptable level of service for an hotel: low/high)	Own elaboration	Heterogeneity	
8	Provide complete packages during the purchase process (e.g. flight, hotel and transfers)	7-point scale (minimum acceptable level of service for an hotel: low/high)	Own elaboration	Breadth of service package	
9	Enable the purchase of additional services (e.g. room upgrade, late check-out)	7-point scale (minimum acceptable level of service for an hotel: low/high)	Own elaboration	Degree of customization or standardization /Service package structure/ Service scope	
Indicate the extent to which you expect the hotel to...					
10	Extend business hours for operational services (24 hours a day)	9-point scale (completely unfulfilled/much fulfilment)	Adapted from Y.-C. Lee, Wang, Chien, et al. (2016)	Access	Convenience level (CL)
11	Convey confidence in the treatment of your problems	9-point scale (completely unfulfilled/much fulfilment)	Adapted from Y.-C. Lee, Wang, Chien, et al. (2016)	Credibility	
12	Have TV, air-conditioning, lights, and other equipment working properly	7-point scale (strongly disagree/strongly agree)	Adapted from Riadh (2012)	Physical environment or physical goods and facilities	
13	Benefit from a central location	7-point scale (very poor/excellent)	Adapted from Rachau et al. (2015)		

14	Present a pleasant, clean and comfortable guest room	5-point scale (not important/very important)	Adapted from Ayeh and Chen (2013)		
15	Make you feel like you're at home during your stay	5-point scale (not important at all/extremely important)	Adapted from Ariffin and Maghzi (2012)		
16	Feature a contemporary interior design	5-point scale (Not at all important/Extremely important)	Adapted from Manhas and Tukamushaba (2015)		
17	Provide the service as promised	5-point scale (strongly disagree/strongly agree)	Adapted from Dortyol et al. (2014)	Reliability	
18	Compliance with the confidentiality policy (personal and financial data)	7-point scale (minimum acceptable level of service for an hotel: low/high)	Own elaboration		
19	Convey a feeling of security during the stay	7-point scale (minimum acceptable level of service for an hotel: low/high)	Own elaboration	Security; Riskiness	
21	Have a strong concern for your privacy	7-point scale (minimum acceptable level of service for an hotel: low/high)	Own elaboration		
20	Have the ability, in case of failure, to replace the service or to send you to another hotel	7-point scale (minimum acceptable level of service for an hotel: low/high)	Own elaboration	Allocation of capacity to customers	
Hotel employees should...					
22	Treat you as a friend and not as a mere customer	5-point scale (not important at all/extremely important)	Adapted from Ariffin and Maghzi (2012)	Attachment/ Intimacy	
23	Have the knowledge to answer your questions	9-point scale (completely unfulfilled/much fulfilment)	Adapted from Y.-C. Lee, Wang, Chien, et al. (2016)	Competence	Contact personnel performance (CPP)
24	Understand special requests	5-point scale (not important at	Adapted from Ariffin	Importance of people/ employees	

		all/extremely important)	and Maghzi (2012)		
25	Ability to handle complaints	7-point scale (low importance/high importance)	Adapted from Asad and Tim (2010)	Decision/ Judgement	
26	Have professionalism	5-point scale (extremely unimportant/ extremely important)	Adapted from Blešić et al. (2014)	Personal quality of an employee: behaviour/ contact person / friendliness	
27	Be always polite	5-point scale (completely irrelevant/very important)	Adapted from Blešić et al. (2011)		
28	Be always willing to help	5-point scale (completely irrelevant/very important)	Adapted from Blešić et al. (2011)	Speed or responsiveness	
Extent to which point you expect to...					
29	Define the buying process, e.g., make a reservation and then pay	7-point scale (minimum acceptable level of service for an hotel: low/high)	Own elaboration	Customer's service encounter activity sequence	Complexity degree (CD)
30	Not having to feel forced to have a strong participation in the service, await guidance from the hotel	7-point scale (minimum acceptable level of service for an hotel: low/high)	Own elaboration	Service focus (level of customer integration)	
31	Receive booking confirmation	7-point scale (low importance/high importance)	Adapted from Asad and Tim (2010)	Service process	
32	Participate in the service specification, e.g. choose whether or not to include, and the type of breakfast	7-point scale (minimum acceptable level of service for an hotel: low/high)	Own elaboration	Complexity/ Degree of specifying	
33	Know what to do or where to go when you enter the hotel	7-point scale (minimum acceptable level of service for an hotel: low/high)	Own elaboration	Degree of routinization of the service process	
34	Be easy to change the reservation in case of	7-point scale (minimum acceptable level of service for an hotel: low/high)	Own elaboration	Switching	

	dissatisfaction with the service				
35	The hotel has a flexible offer during service	5-point scale (strongly disagree/strongly agree)	Adapted from Dortyol et al. (2014)	Diversity of demand	
36	The hotel must be able to offer a unique experience	7-point scale (minimum acceptable level of service for an hotel: low/high)	Own elaboration	Differentiation or divergence	
Indicate the extent to which you expect the hotel to...					
37	Report on special promotions and additional services	9-point scale (low/high)	Adapted from K.-Y. Chen (2014)	Communication Communication time	Information and communication power (ICP)
38	Have staff with language and communication skills	5-point scale (not important/very important)	Adapted from Ayeh and Chen (2013)		
39	Inform in advance the conditions of purchase and cancellation	7-point scale (minimum acceptable level of service for an hotel: low/high)	Own elaboration	Information (richness or asymmetry)	
40	Send detailed information before your stay	7-point scale (minimum acceptable level of service for an hotel: low/high)	Own elaboration		
41	Clearly explain the charges in your account	7-point scale (strongly disagree/strongly agree)	Adapted from Riadh (2012)	Power	
Indicate the extent to which you expect the hotel to...					
42	To have a quiet location	5-point scale (not important at all/very important)	Adapted from Bastič and Gojčič (2012)	Environmentally friendly and healthy equipment	Environment and social responsibility (ESR)
43	Use of eco-friendly materials (paint, furniture, mattresses and flooring)	5-point scale (not important at all/very important)	Adapted from Bastič and Gojčič (2012)		
46	Use products with eco-label	5-point scale (not important at all/very important)	Adapted from Bastič and Gojčič (2012)		
44	Efficiently use of water	5-point scale (not important at	Adapted from Bastič	Efficient use of energy and water	

		all/very important)	and Gojčič (2012)		
45	Eliminate waste through the recycling system	5-point scale (not important at all/very important)	Adapted from Bastič and Gojčič (2012)	Eco-behaviour of hotel staff	
47	Provide written information on the environmental policy used	5-point scale (not important at all/very important)	Adapted from Bastič and Gojčič (2012)		
48	Ensure good working conditions for staff	7-point scale (minimum acceptable level of service for an hotel: low/high)	Own elaboration	Social responsibility	
49	Engage voluntarily in social projects	7-point scale (minimum acceptable level of service for an hotel: low/high)	Own elaboration		
50	Attention should be directed to the past (traditional forms) or to the future (change will create long-term improvements)	Multiple choice question (past, present and future)	Adapted from Rees-Caldwell and Pinnington (2013)	Long-term orientation (LTO)	Time (TIM)
51	I am comfortable doing several things at the same time	5-point scale (strongly disagree/strongly agree)	Rees-Caldwell and Pinnington (2013)	Polychronic/Monochronic (POLY)	
54	In a job interview, I hope interviewers are behind a desk	7-point scale (strongly disagree/strongly agree)	Own elaboration		Space (SPA)
67	When I search for information, for example the symbolic representation with icons its more convenient than detailed textual information	7-point scale (strongly disagree/strongly agree)	Adapted from I. Lee, Choi, Kim, and Hong (2007)		Nature of reality and context (CTX)
69	Good performance comes from	7-point scale (strongly disagree/strongly agree)	Adapted from Maznevski et al. (2002)		Nature orientation (NOR)

	taking control of one's tasks				
73	People should take time to enjoy all aspects of life, even if it means not working	7-point scale (strongly disagree/strongly agree)	Adapted from Maznevski et al. (2002)		Human activity (HAC)
76	If supervisors don't always check when workers come and go, workers will probably lie about how many hours they work	7-point scale (strongly disagree/strongly agree)	Maznevski et al. (2002)		Human nature (HUN)
78	People tend to think of themselves first, before they think of others	7-point scale (strongly disagree/strongly agree)	Maznevski et al. (2002)	Individualism (IND)	Human relationships (HRL)
80	People at lower levels in organizations should carry out the requests of people of higher levels without question	7-point scale (strongly disagree/strongly agree)	Maznevski et al. (2002)	Hierarchy (HIE)	
81	I do not complain to the company or to the consumer council, as I think that it disrupts the social order	7-point scale (strongly disagree/strongly agree)	Adapted from Jahandideh et al. (2014); S. I. Ng et al. (2007)	Embeddedness vs. Autonomy (EvA)	
84	The most important thing in life is to think and, act in accordance with my own conscious, even if you don't get things done	5-point scale (strongly disagree/strongly agree)	Adapted from Trompenaars and Hampden-Turner (1997)	Achievement vs. Ascription (AvA)	
85	If you want to get rich, you cannot always act honestly	5-point scale (strongly disagree/strongly agree)	(Nawojczyk, 2006)	Universalism vs. Particularism (UvP)	

86	Regardless of context and situation, we should always behave in the same way	7-point scale (strongly disagree/strongly agree)	Own elaboration	Neutral vs. Emotional (NvE)	
87	Age	18 to 25; 26 to 40; 41 to 60; above 60 years old	K.-Y. Chen (2014)	Not applicable	Demographic Information
88	Sex	Female; Male	K.-Y. Chen (2014)	Not applicable	
89	Country of residence	Open answer	Own elaboration	Not applicable	
90	Country of origin	Open answer	Own elaboration	Not applicable	
91	Your mother's country of origin	Open answer	Own elaboration	Not applicable	
92	Your father's country of origin	Open answer	Own elaboration	Not applicable	
93	Qualifications	Primary; Secondary; Bachelor's degree; Master's/PhD degree	Adapted from Kalamas et al. (2002)	Not applicable	
94	Annual household income	Far below my country's average; Below my country's average; My country's average; Above my country's average; well above my country's average	Own elaboration	Not applicable	
95	Do you work in the tourism / travel industry?	Yes; No	Own elaboration	Not applicable	Moderator variable
96	How often do you stay in a hotel?	I do not stay in hotels; Once per year; 2 to 3 times per year; more than 3 times per year	Own elaboration	Not applicable	
97	When staying at a hotel, what category type, do you opt for?	I do not stay in hotels; 1 star; 2 stars; 3 stars; 4 stars; 5 stars	Adapted from K.-Y. Chen (2014)	Not applicable	
98	Please indicate the university you are	Open answer	Own elaboration	Not applicable	Control variable

	currently attending				
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In terms of scale, it was adopted a unique 7-point Likert scale for all the questions that make the measurement of the minimum acceptable level of service for an hotel, ranging from “low” (1) to “high” (7). The cultural dimensions were majorly measured by a 7-point agreement scale, ranging from “strongly disagree” (1) to “strongly agree” (7). The original scale is a 5-point Likert scale, however it was chosen a 7-point Likert scale, as the increase in the number of points in the scale is followed by an increase in scale reliability (Berk, 1979) and higher consistency in the whole questionnaire. In one exceptional case the original measurement was transformed into a dummy variable, as it was the case of the question 50 (ranges from 1 “past” to 7 “future”). The applied measurement scales are accessible in Table 11.

Table 11: Measurement scales applied in the questionnaire

Questions	Type of Scale	1	7
1 to 49	7-point Likert scale	Low	High
50		Past	Future
51 to 86		Strongly disagree	Strongly agree

6.2.4. Data analysis

The selection process of the techniques to analyse the collected data was made considering the nature of the research question, the nature of the proposed hypothesis, the dimension of the collected data and the nature of the relation between the variables.

In order to proceed with the analysis if the collected data, it was applied a preliminary analysis using the following techniques: Exploratory Factor Analysis (EFA), outlier labelling rule and Analysis of Variance (ANOVA). To test the proposed hypotheses, it was applied the Structural Equations Modelling (SEM), the Hierarchical Multiple Regression, the Multigroup Analysis using SEM and the Multidimensional Scaling (MDS). Each of these techniques are now described and justified.

Exploratory Factor Analysis (EFA)

In order to explore the proposed relationships by the previous hypothesis (section 4.2) it is necessary to perform a reliability verification for each variable. As the services dimension's variables are new, they needed scale verification and validation. The

factorial analysis is an exploratory data analysis technique where the main goal is to discover and to analyse the structure of a group of variables that are interrelated, in order to elaborate a measurement scale for the intrinsic factors that control the original variables (Marôco, 2011). So, the relational structure of the *degree of customer involvement* (DCI), *convenience level* (CL), *contact personnel performance* (CPP), *complexity degree* (CD), *information and communication power* (ICP) and *environment and social responsibility* (ESR) classifications were analysed by Exploratory Factor Analysis (EFA) with factor extraction through the method of Principal Component Analysis with Varimax rotation. This reduces the number of variables with loading on a factor, where the factorial structure attains only one of the original variables that is strongly associated with a single factor, and residually associated with other (Malhotra & Birks, 2007; Marôco, 2011). This enhances the interpretation of the factors.

In order to evaluate the EFA validity it was used the Kaiser-Meyer-Olkin (KMO) criteria. The KMO measures the variables homogeneity, that compares the simple correlations with the partial correlations observed between the variables. Therefore, the KMO value can vary between 0 and 1, where values between 0,8 and 0,9 are considered good and above 0,9 are considered excellent (Marôco, 2011). According to Malhotra and Birks (2007) values between 0,5 and 1,0 indicate that factor analysis is adequate. The Bartlett's test of sphericity is a statistical test that examines the presence of correlations between variables and aims to validate hypothesis that study variables are uncorrelated. Small values of the significance level (under 0,05) indicate that factor analysis is probably useful for the presented data (Malhotra & Birks, 2007).

To ensure the quality of the research it was verified the accuracy of the results of the collected data, where it was estimated the internal consistency for reliability and the validity of data. The reliability ensures the accuracy of the measurement and the validity the measurement of the right concepts (Sekaran & Bougie, 2016).

The Cronbach Alpha (score reliability) allows the determination of the inferior limit of the internal consistency of a group of variables or items. This limit corresponds to the correlation that is expected to obtain between the used scale and other hypothetical scales, of the same universe and with an equal number of items used to measure the same characteristic. It is a measurement of reliability of each dimension that can vary between 0 and 1 (Marôco, 2011). According to George and Mallery (2003) a value between 0,7 and 0,8 is considered acceptable, between 0,8 and 0,9 is considered good and above 0,9

is considered excellent. A Cronbach Alpha value of 0,6 indicates a satisfactory internal consistency and reliability of the dimension (Malhotra & Birks, 2007).

The Average Variance Extracted (AVE) evaluates the way that data are explained by each one of the variables by the groups of variables, that in average, correlate positively between them. The Composite Reliability (CR) comprises on the observations of internal consistency values prioritizing the variables according to their reliability. Satisfactory Composite Reliability values are advised to be above 0,70 (Hair, Anderson, Tatham, & Black, 1998). To examine the convergent validity of the construct, when there is a high correlation between two instruments that measure the same concept, the minimum value of the AVE needs to be higher than 0,5 to indicate an adequate convergent validity of the construct (Hair et al., 1998), and the CR is greater than the AVE (Marôco, 2010).

Outlier labelling rule

After assuring that the measurement homogeneity of variables and the accuracy of the results of the collected data by its internal consistency for reliability and validity, it was analysed the existence of outliers for each service dimension in each country. The outliers are the observed values, not features, that present residuals that are considerably higher, in absolute value, than the residuals of the other observations. The outliers can be moderate, if they are in the middle of the observations domain or extreme, if they are close to the limits of the observations domain (Marôco, 2011). An outlier can cause problems in the further statistical analyses. The act of determining if an observed value is an outlier is a subjective exercise and there are several methods to detect an outlier. Hoaglin and Iglewicz (1987) proposed the “outlier labelling rule”, which multiplies the Interquartile Range (IQR) by a factor of 2,2. The outliers that are above the superior limit and below the inferior limit were verified in each service dimension on each country of residence and were eliminated.

Analysis of Variance (ANOVA)

In order to conduct a proper data analysis, it was applied the Analysis of Variance (ANOVA). The ANOVA (one way) is a parametric test that compares means of two or more samples and it tests the null hypothesis in which samples in all groups are drawn from populations with the same mean values (Marôco, 2011). For each service dimension it was performed a one-way ANOVA to compare the means of the Latin countries, Latin

American countries and Latin European countries, and therefore to understand means of countries in each cluster are all the same or not (Marôco, 2011).

Structural Equation Modelling (SEM)

According to Marôco (2010) the structural equation modelling (SEM) is a statistical method used for modelling causal relationships simultaneously, in which can be comprised many observed variables that are a reflection of a latent variable, and these hypothetic relations can be made simultaneously. Furthermore, by the use of latent variables and by incorporating measurement errors, it is possible to account for possible misinterpretation and misunderstanding of the respondents about the concepts. The SEM is used to test the proposed relationships stated in the hypothesis H1a to H7e, regarding the influence of cultural dimensions (latent variables) on the new service dimensions (observed or manifest variables). Consequently, it was outlined a model, that consists in the representation of the hypothesis in the form of structural equation model. This representation corresponds to the presumed relations of cultural dimensions (latent variables) with new service dimensions (observed or manifest variables).

The SEM models are divided into two sub models: the structural model, which represents the relations between the latent variables; and the measurement model, which represents the relations between the latent variables and the observed variables (Marôco, 2010).

The estimation method of SEM can be of two types: Covariance Structure Models (CSM) and Partial Least Square (PLS). The CSM models describe variances and covariance of variables, estimating the variance of all observed variables in recursive (no variable is cause and effect of another) and non-recursive models (any variable can be simultaneously cause and effect of another variable). Also, in CSM models are only allowed reflective relations between variables, where latent variables manifest through observable variables and therefore it is assumed that manifest variables, as the manifestation of a latent variable, are codified in the same conceptual dimension and positively correlated. The CSM models provide more accurate results and are more suitable for theory test and confirmation (Hair, Hult, Ringle, & Sarstedt, 2013; Marôco, 2010). On the opposite, the PLS models focus in error minimization and does not require parametric assumptions. This model analyses one latent variable at a time, by minimizing the residual variance of all dependent variables in the model by applying multiple linear regressions to the estimates of the latent variables. PLS can only estimate non-recursive

models and are allowed relations that can be formative (latent variables are composed of manifest variables, which are positively or negatively correlated and don't require codification in the same conceptual dimension) or reflective (Hair et al., 2013; Marôco, 2010).

This doctoral thesis uses a Covariance Structure Model (CSM). This model reproduces a theoretical covariance matrix based on a set of structural equations that minimizes the difference between the theoretical covariance and the estimated covariance. As its main goal is to test hypothesis emerged from theory, in other words, to test theory (Hair et al., 2013). Furthermore, it is used only reflective items, that are expected to correlate.

Assure the validation of the SEM assumptions. SEM assumes independence of observations, non-null sample covariance and linearity. Also, SEM has as assumptions: multivariate normal distribution, the absence of multicollinearity and no existence of outliers in the database.

To estimate the model, it was used the method Maximum Likelihood (ML) by using the software SPSS AMOS (version 24). This is one of the most used methods in SEM, as the sample size increases to infinity, the ML estimators converge to the true value of the population parameter, with minimal variance and normal distribution (Marôco, 2010).

Hierarchical Multiple Regression

The hierarchical multiple regression takes a step further in the basic multiple regression technique. It allows to set a fixed entry order for variables, to control the effects of covariates or to test the effects of independent variables or predictors in the dependent variable. It is specifically used to test hypothesis and relationships among data, to explain or predict a dependent variable with a set or group of independent variables, also known as predictors. There are three types of multiple regression: the simultaneous (all the independent variables are taken into analysis at once), the stepwise (the independent variables are chosen based on statistics to integrate the analysis) and the hierarchical (the independent variables are taken into analysis based on theoretical decisions) (Petrocelli, 2003). This doctoral thesis applies the hierarchical multiple regression, as it analyses hypothesis based on theory. Specifically, it tests the Hypothesis H8a, once are included moderator factors (human development index, age, gender, education level, annual income, connection with the tourism sector, hotel category, hotel frequency stay) as

predictors of a service dimension, does cultural dimensions (predictive variables) add anything extra in the prediction of the service dimension (criterion/dependent variable).

That is in agreement with Petrocelli (2003), that states that hierarchical multiple regression should only be used “when the question is theoretically based and concerned with the degree to which predictor variables entered later in the analysis account for variance in the criterion over and above those entered earlier in the analysis” (p.18).

The percent of variability in the dependent variable can be accounted by all predictors together, that is given by the adjusted coefficient of determination (adjusted R-square). In other words, the R^2 evaluates the predictive power that is added to the model by adding another set of independent variables. Using ANOVA to compute the R^2 and regressions, it is possible to find sum squares between models and to compare them, then it is also possible to find the corresponding F-statistics and p -values for the sum of squares differences. Therefore, by the F-statistic and corresponding p -value, it is possible confirm, or not, if the predicted scores on the dependent variable have a statistically significant degree (Hair, Black, Babin, & Anderson, 2009; Petrocelli, 2003).

To understand if the predictors are statistically significant, it is important to analyse the standardized beta coefficients (β), that indicate the strength between two variables, that can range between -1 (perfect negative relationship) and +1 (perfect positive relationship), and 0 indicates the absence of relationship (Hair et al., 2009). In this doctoral research standardized beta coefficients were analysed if statistically significant or not. In other words, if the cultural dimensions (predictors) are statistically significant and therefore if it is a unique predictor of the service dimension.

SEM Multigroup Analysis

In order to understand if SEM is invariant (equivalent) in different groups, it was performed a multi-group analysis. The main goal of this analysis is to identify items that have different scores, and consequently meanings, for different groups, and different relationships among observed and latent variables. So, it tests the Hypothesis 9a, regarding the cultural dimensions influence customer expectations about a service equally in groups of countries with similar cultural patterns. And it tests the Hypothesis 9b, regarding the cultural dimensions influence customer expectations about a service equally in groups of countries with different levels of human development.

To proceed with this analysis, it is required the existence of mutually exclusive groups (Marôco, 2010). Therefore, it was defined two groups based on the continent of

the country of residence of the customer (Latin Europe and Latin America) and three groups based on the level of Human Development Index of the countries of residence (Low HDI, Medium HDI e High HDI Latin countries), stated in Table 12.

Table 12: Human Development Index (2015)

HDI Rank	Country	HDI Value (2015)	Human development groups
21	France	0,897	Very High
26	Italy	0,887	
27	Spain	0,884	
38	Chile	0,847	
41	Portugal	0,843	
50	Romania	0,802	
54	Uruguay	0,795	High
77	Mexico	0,762	
79	Brazil	0,754	
118	Bolivia	0,674	Medium

Source: Human Report Development (United Nations, 2015)⁶

The influence of cultural dimensions in service dimensions can be estimated across multiple groups, namely in the groups Latin Europe, Latin America, Low HDI Latin countries, Medium HDI Latin countries and High HDI Latin countries. In a first stage it was tested if the strengths of the relations between the cultural dimensions and the service dimensions across all groups, giving the unconstrained regression weights for each relation. Then in a second stage, for each group it was analysed if their statistical significant difference between groups by calculating the Z-test. With the Z-test it is possible to test which coefficients differ significantly between the stated groups. The null hypothesis for two groups 1 and 2 is: $H_0: B_{YX(1)} = B_{YX(2)}$. The Z score cannot be obtained directly and must be calculated through an equation (see Equation 1) (Marôco, 2010, p. 292).

⁶ Retrieved on the 9th of June of 2018 from <http://hdr.undp.org/en/2016-report>

Equation 1: Z-score

$$Z = \frac{\hat{B}_{YX(1)} - \hat{B}_{YX(2)}}{\sqrt{\sigma^2 \hat{B}_{YX(1)} - \sigma^2 \hat{B}_{YX(2)}}}$$

Where:

$\hat{B}_{YX(1)}$: path of X and Y of sample 1

$\hat{B}_{YX(2)}$: path of X and Y of sample 2

$\sigma^2 \hat{B}_{YX(1)} - \sigma^2 \hat{B}_{YX(2)}$: Standard error of the set

Source: Marôco (2010, p. 292)

The null hypothesis is rejected, for $\alpha=0,05$, if $|Z| > z_{0,975} = 1,96$, proving that the relation differs significantly in the two groups in analysis.

Multidimensional Scaling (MDS)

The statistical technique Multidimensional Scaling (MDS) was designed to analyse the level of similarity or proximity between objects. To do so, it is used a perceptual map as a multidimensional representation of the correspondent distances (Hair et al., 2009). It is a procedure that represents perceptions and preferences of respondents. The geometric relations between the dots in a multidimensional space play a role in the perceived relations between stimulus. The implicit dimensions used by individuals to consolidate perceptions and preferences by stimulus are indicated in the map axis (Malhotra & Birks, 2007).

In this thesis, the MDS was used to make a perceptual map based on the proximity similarity of the Latin countries regarding the way that customers expect hotel's service dimensions, testing the Hypothesis 10a. In other words, the map represents geometrically, by dots, the Latin countries, in a way that a higher proximity in the map between two countries denotes that both are perceived in a similar way in terms of customer expectations about hotel service dimensions. This was achieved by the application of the MDS PROXSCAL program. After obtaining the matrix of similarity coefficients of customers' expectations about service dimensions among the ten countries, it was defined the number of dimensions to use. The determination of the number of dimensions was based in some guidelines suggested by Malhotra and Birks (2007), that spatial maps with more than three dimensions are difficult to interpret and that is easier to work with two-dimensional maps than with those involving more dimensions. Hence, it was decided to

use two dimensions. Afterwards, the spatial map is developed, and if possible, the dimensions can be labelled. This is a subjective exercise, that was performed by interpretation of the spatial map and by the examination of the coordinates and the relative positions of the countries (Malhotra & Birks, 2007). Finally, it is important to analyse the performance and adjustment of the MDS solution. The adjustment of the solution is measured by the Stress measures, that have to be below 0,1 for a good adjustment (Hair et al., 2009; Malhotra & Birks, 2007; Marôco, 2011). It is also calculated the dispersion of the proximities explained by the provided solution by the DAF (Dispersion Accounted For), a score higher than 0,7 is considered good (Marôco, 2011).

Also, it was used, the Multidimensional Preference Scaling (MDPREF) construct, that represents the service dimensions in multidimensional space, and then relates the set of countries to the same multidimensional space (Cunningham et al., 2006). To run the MDPREF, means aggregated over respondents must be calculated for each country on each service dimension. This matrix of means was used as input to MDPREF (Carroll, 1972). The main goal is to uncover if customers from all countries share similar expectations about a set of service dimensions, testing the Hypothesis 10b.

6.3. Conclusion

In this section was defined the context of the study. It was decided to make a cross-cultural study in Latin countries, as these countries are frequently grouped together due to its alleged cultural proximity, and this cultural proximity can indicate that customers from these countries have similar expectations about service dimensions. The service dimensions were analysed in relation to the hotel service, as it belongs to one of the most important and fastest economic sectors of the world and has unique characteristics that improved the quality of this study. It was also decided that the selected method to collect data was a questionnaire applied to students (attending post-graduate, master and doctoral programmes) from Latin American and Latin European universities. The questionnaire inquired them about expectations about minimum acceptable level of service for a hotel, regarding the variables that compose the new service dimensions, and about cultural dimensions. The justification for the use of quantitative methodology was also presented, as the research strategy and the research steps of this doctoral thesis. The data collection procedures and the structure of the questionnaire were also presented in detail. Finally, it was presented some considerations about selected data analysis techniques, namely, about exploratory factor analysis, analysis of variances (ANOVA), structural equations

modelling (includes multigroup analysis), multidimensional scaling and hierarchical linear regression.

7. Data analysis and discussion

The data collected was subjected to analysis. Firstly, a preliminary analysis was made to characterize the sample, then a preliminary analysis with exploratory factor analysis to validate the services dimensions scale and an application of the “outlier detecting rule” to identify and remove outliers. Secondly, to uncover Latin countries similitudes it was applied an ANOVA. Thirdly, hypotheses were tested with a resource to structural equation modelling, hierarchical multiple regression and multidimensional scaling.

7.1. Preliminary analysis

The preliminary analysis is essential to describe sample’s basic characteristics, as country of residence, age, sex, level of education, annual income, connection with the service sector, frequency of use of the service and category of the service. This preliminary analysis also makes a reliability and consistency analysis to service dimensions scale and tests the homogeneity of Latin countries as a cluster.

7.1.1. Descriptive statistics

It was received 1400 filled questionnaires from all the countries. From these it was excluded 138, as it were not from students, but from professors. This can be explained by the fact that it was asked to professors to disclose the questionnaire through the students and some of them filled it. The final sample has 1262 questionnaires available. About 97% of the sample belong to 10 countries, namely Portugal (15,3%), Spain (9,2%), France (8,6%), Italy (6,1%), Romania (8,9%), Brazil (11,6%), Mexico (12,8%), Uruguay (7,6%), Bolivia (9,8%) and Chile (7,2%). These were the countries that registered higher answer rates, so they will be eligible for the cross-cultural data analysis to be performed.

In Table 13 is presented the socio-demographic profile of the sample and some moderator variables. The sample is composed by 56,9% male customers and 93,3% of the customers have a higher education degree. The sample comprises 35,5% customers with age between 26 and 40 years old and 31,3% customers with age between 41 and 60 years old, what indicates that 66,8% of the customers are in working age.

Among countries, this distribution is the same, with the exception of Portugal, Romania and Bolivia, where more than 75% of the customers have the age between 18 and 40 years old. About 31,8% customers have an annual income aligned with its country

average and 46,4% above the country's average. This is in line with the expected context of the study, where this sample seems to be fitted to analyse customer expectations about hotel service, as they are in an active age, have resources that can indicate that they can be able to experience the hotel service and have cognitive ability to understand the questions. Furthermore, that is confirmed, when 93,8% of the customers stay at an hotel at least one time per year and 80% of the customers stay in 3 and 4-star hotels. About 96,3% of the sample does not work in the travel and tourism sector.

Table 13: Socio demographic profile and moderating variables by country of residence

	Portugal (N = 193)	Spain (N = 116)	France (N = 108)	Italy (N = 77)	Romania (N = 112)	Brazil (N = 146)	Mexico (N = 161)	Uruguai (N = 96)	Bolivia (N = 124)	Chile (N = 91)	Non Latin Europe (N = 8)	Non European Latin (N = 24)	Non European Non Latin (N = 6)	Total (N = 1262)
Age														
18 to 25 years old	58,5%	13,8%	26,9%	11,7%	32,1%	16,4%	24,8%	21,9%	47,6%	16,5%	25,0%	0,0%	0,0%	28,8%
26 to 40 years old	30,6%	31,9%	36,1%	40,3%	45,5%	41,1%	31,1%	32,3%	33,1%	37,4%	62,5%	29,2%	50,0%	35,5%
41 to 60 years old	10,9%	50,0%	29,6%	44,2%	22,3%	38,4%	38,5%	43,8%	15,3%	35,2%	12,5%	41,7%	50,0%	31,3%
Above 60 years old	0,0%	4,3%	7,4%	3,9%	0,0%	4,1%	5,6%	2,1%	4,0%	11,0%	0,0%	29,2%	0,0%	4,4%
Sex														
Female	26,4%	36,2%	28,7%	22,1%	50,0%	41,8%	32,9%	46,9%	42,7%	29,7%	62,5%	45,8%	16,7%	43,1%
Male	73,6%	63,8%	71,3%	77,9%	50,0%	58,2%	67,1%	53,1%	57,3%	70,3%	37,5%	54,2%	83,3%	56,9%
Education Qualifications														
Primary	0,5%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,1%
Secondary	22,3%	3,4%	0,0%	1,3%	2,7%	1,4%	0,0%	4,2%	17,7%	4,4%	0,0%	4,2%	0,0%	6,7%
Bachelor's degree	35,8%	12,9%	5,6%	36,4%	24,1%	17,1%	35,4%	39,6%	47,6%	23,1%	12,5%	29,2%	0,0%	28,0%
Master's/PhD degree	41,5%	83,6%	94,4%	62,3%	73,2%	81,5%	64,6%	56,3%	34,7%	72,5%	87,5%	66,7%	100,0%	65,3%
Annual household income														
Far below my country's average	2,6%	3,4%	3,7%	1,3%	0,9%	1,4%	0,0%	0,0%	0,8%	1,1%	0,0%	0,0%	0,0%	1,5%
Below my country's average	17,1%	9,5%	9,3%	1,3%	2,7%	2,7%	1,9%	2,1%	12,1%	0,0%	0,0%	0,0%	0,0%	6,5%
My country's average	42,0%	37,9%	26,9%	54,5%	25,0%	20,5%	26,1%	29,2%	37,9%	18,7%	50,0%	29,2%	33,3%	31,8%
Above my country's average	35,8%	42,2%	48,1%	41,6%	48,2%	45,2%	57,1%	61,5%	38,7%	52,7%	37,5%	45,8%	33,3%	46,4%
Well above my country's average	2,6%	6,9%	12,0%	1,3%	23,2%	30,1%	14,9%	7,3%	10,5%	27,5%	12,5%	25,0%	33,3%	13,9%
Work in the tourism / travel industry														
Yes	5,7%	8,6%	0,9%	2,6%	0,9%	0,7%	3,1%	0,0%	8,1%	4,4%	12,5%	4,2%	0,0%	3,7%
No	94,3%	91,4%	99,1%	97,4%	99,1%	99,3%	96,9%	100,0%	91,9%	95,6%	87,5%	95,8%	100,0%	96,3%
Frequency of hotel stay														
I do not stay in hotels	13,5%	4,3%	3,7%	2,6%	2,7%	2,7%	3,1%	3,1%	14,5%	7,7%	0,0%	0,0%	0,0%	6,1%
Once per year	38,9%	12,9%	14,8%	11,7%	8,0%	15,8%	18,6%	30,2%	32,3%	25,3%	37,5%	12,5%	50,0%	22,0%
2 to 3 times per year	32,1%	30,2%	32,4%	31,2%	44,6%	38,4%	36,0%	33,3%	35,5%	31,9%	25,0%	29,2%	50,0%	34,6%
More than 3 times per year	15,5%	52,6%	49,1%	54,5%	44,6%	43,2%	42,2%	33,3%	17,7%	35,2%	37,5%	58,3%	0,0%	37,2%
Hotel category type														
I do not stay in hotels	13,0%	4,3%	5,6%	2,6%	4,5%	4,1%	3,1%	3,1%	14,5%	8,8%	0,0%	0,0%	0,0%	6,6%
1 star	2,1%	0,0%	5,6%	0,0%	0,0%	0,0%	0,0%	2,1%	1,6%	0,0%	0,0%	0,0%	0,0%	1,1%
2 stars	3,6%	1,7%	13,9%	3,9%	3,6%	4,1%	1,2%	0,0%	7,3%	1,1%	0,0%	0,0%	0,0%	3,9%
3 stars	38,3%	23,3%	50,0%	51,9%	58,9%	45,9%	14,9%	37,5%	37,9%	31,9%	62,5%	33,3%	83,3%	38,2%
4 stars	41,5%	68,1%	20,4%	41,6%	32,1%	41,1%	47,2%	54,2%	27,4%	44,0%	37,5%	54,2%	16,7%	41,8%
5 stars	1,6%	2,6%	4,6%	0,0%	0,9%	4,8%	33,5%	3,1%	11,3%	14,3%	0,0%	12,5%	0,0%	8,4%

7.1.2. Preliminary analysis of Service Dimensions data

7.1.2.1. Reliability and consistency analysis

The Exploratory Factor Analysis (EFA) and the Cronbach Alpha determination were made by using the software SPSS Statistics (v. 24, IBM SPSS, Chicago, IL) and the AVE and CR determination was made by using the software SmartPLS 3 (Böningstedt: SmartPLS). The outputs of EFA and of Cronbach Alpha are in Appendix E and the Bartlett's test of sphericity in all service dimensions presents a p-value inferior to 0,001, therefore the H0 is rejected, what indicates that the variables are significantly correlated. The analysis was conducted on the general sample (N = 1262).

Table 14: *Degree of customer involvement* (DCI): KMO test, score reliability, factor loadings, average variance extracted (AVE) and composite reliability (CR)

Variable	KMO Test	Cronbach's alpha (score reliability)	Item	Component 1	Component 2	AVE	CR
Degree of Customer Involvement (DCI)	0,879	0,819	1.DCI_acq	0,522		0,480	0,820
			2.DCI_be	0,706			
			3.DCI_stff	0,762			
			4.DCI_prof	0,765			
			5.DCI_lyt	0,683			
			6.DCI_mach	0,349			
			7.DCI_cst	0,696			
			8.DCI_pack	0,650			
			9.DCI_ad	0,728			

Regarding the service dimension *degree of customer involvement* (DCI) EFA analysis resumed in Table 14. The KMO test indicates a good homogeneity (KMO=0,879) and it is recommended the execution of the EFA. All the variables present positive loadings, with only one factor (component 1), without any discrimination of any variable. The value for $\varphi=0,828$, what indicates a good internal consistency for DCI variables (in Appendix E). Although the CR value (CR = 0,825) is above 0,7 and above the AVE value (AVE = 0,369), the AVE value is below 0,5 (in Appendix E). Therefore, the items that had loadings under 0,7 were excluded from DCI service dimension. The items were “1.DCI_acq”, “5.DCI_lyt”, “6.DCI_mach” and “8.DCI_pack”. The AVE value has now a higher level of 0,480. One consequence of removing the previous items was a little decrease of the Cronbach Alpha to 0,819, but still with a good internal consistency. The service dimension DCI (without the excluded items) has good values of consistency and reliability.

Table 15: *Convenience level* (CL): KMO test, score reliability, factor loadings, average variance extracted (AVE) and composite reliability (CR)

Variable	KMO Test	Cronbach's alpha (score reliability)	Item	Component 1	Component 2	AVE	CR
Convenience Level (CL)	0,955	0,947	10.CL_24h	0,615	0,340	0,669	0,948
			11.CL_prb	0,768	0,321		
			12.CL_eqp	0,739	0,397		
			13.CL_cent	0,318	0,620		
			14.CL_rom	0,813	0,356		
			15.CL_hom	0,360	0,696		
			16.CL_dsg	0,105	0,859		
			17.CL_pro	0,833	0,303		
			18.CL_cnf	0,855	0,201		
			19.CL_sec	0,865	0,256		
			20.CL_sub	0,840	0,230		
			21.CL_pri	0,801	0,178		

The service dimension *convenience level* (CL) EFA analysis is comprised in Table 15. The KMO test indicates an excellent homogeneity (KMO=0,955) and it is recommended the execution of the EFA. All the variables present positive loading, with two factors (component 1 and 2). The component 2 is composed by items that are related not with the service process and with convenience, but with physical characteristics (13.CL_cent and 16.CL_dsg) and involvement aspects (15.CL_hom). So, the component 1 has the highest number of items and it was decided just to maintain one component (Component 1) to measure the *convenience level*. The items with lower scores in Component 1 were eliminated: “13.CL_cent”, “15.CL_hom” and “16.CL_dsg”. The value for $\varphi=0,947$, what indicates an excellent internal consistency for CL variables. The CR value (CR = 0,948) is above the 0,7 and above the AVE value (AVE = 0,669), and the AVE value is above 0,5, what indicates that the service dimension *convenience level* has good values of consistency and reliability.

Table 16: *Contact personnel performance (CPP)*: KMO test, score reliability, factor loadings, average variance extracted (AVE) and composite reliability (CR)

Variable	KMO Test	Cronbach's alpha (score reliability)	Item	Component 1	Component 2	AVE	CR
Contact Personnel Performance (CPP)	0,902	0,941	22.CPP_frd	0,463		0,733	0,943
			23.CPP_knw	0,867			
			24.CPP_spc	0,834			
			25.CPP_clm	0,905			
			26.CPP_prof	0,898			
			27.CPP_edu	0,891			
			28.CPP_hel	0,881			

Regarding the service dimension *contact personnel performance* (CPP) EFA analysis is in Table 16. The KMO test indicates an excellent homogeneity (KMO=0,902) and it is recommended the execution of the EFA. All the variables present positive loadings, with only one factor (component 1), without any discrimination of any variable. The value for $\varphi=0,905$ indicates an excellent consistency for CPP variables (in Appendix E). However, after performing the Cronbach Alpha if an item is excluded (“22.CPP_frd”), it was possible to verify that the value for $\varphi=0,941$ was possible to achieve by excluding this item from the CPP dimension, and the value for Cronbach Alpha is higher. The CR value (CR = 0,943) is above 0,7 and above the AVE value (AVE = 0,733), and the AVE value is above 0,5, what indicates that the service dimension *contact personnel performance* has good values of consistency and reliability.

Table 17: *Complexity degree (CD), Information and communication power (ICP) and Environment and social responsibility (ESR): KMO test, score reliability, factor loadings, average variance extracted (AVE) and composite reliability (CR)*

Variable	KMO Test	Cronbach's alpha (score reliability)	Item	Component 1	Component 2	AVE	CR
Complexity Degree (CD)	0,910	0,895	29.CD_buy	0,751		0,532	0,900
			30.CD_ort	0,639			
			31.CD_cfm	0,783			
			32.CD_spc	0,797			
			33.CD_do	0,779			
			34.CD_ins	0,850			
			35.CD_flex	0,818			
			36.CD_exp	0,699			
Information and Communication Power (ICP)	0,840	0,855	37.ICP_pro	0,696		0,563	0,865
			38.ICP_ling	0,804			
			39.ICP_con	0,852			
			40.ICP_det	0,840			
			41.ICP_acc	0,820			
Environment and Social Responsibility (ESR)	0,917	0,929	42.ESR_clm	0,569		0,611	0,926
			43.ESR_mat	0,853			
			44.ESR_wtr	0,893			
			45.ESR_recy	0,885			
			46.ESR_eco	0,903			
			47.ESR_pol	0,862			
			48.ESR_stff	0,741			
			49.ESR_vol	0,808			

The service dimensions *complexity degree (CD)*, *information and communication power (ICP)* and *environment and social responsibility (ESR)* EFA analysis is in Table 17. The KMO test indicates an excellent homogeneity for *complexity degree* (KMO=0,910) and for *environment and social responsibility* (KMO=0,917), and a good homogeneity for *information and communication power* (KMO=0,840). So, it is recommended the execution of the EFA. All the variables of each service dimension present positive loadings, with only one factor (component 1), without any discrimination of any variable. The service dimensions CD ($\varphi=0,895$) and ICP ($\varphi=0,855$) have a good consistency for all the variables in each dimension. The value for $\varphi=0,929$ indicates an excellent consistency for ESR variables. The CR values for CD (CR = 0,900), for ICP (CR = 0,865) and for ESR (CR = 0,926) are above 0,7, as well as the AVE values for CD (AVE = 0,532), for ICP (AVE = 0,563) and ESR (AVE = 0,611) are above 0,5. Therefore as the CR values for all the three dimensions is above the AVE values, as well as the AVE values are above 0,5, what indicates that the service dimensions *complexity degree*,

information and communication power and *environment and social responsibility* have good values of consistency and reliability.

7.1.2.2. Outlier detection

Using the method proposed by Hoaglin and Iglewicz (1987), the “outlier labelling rule”, which multiplies the Interquartile Range (IQR) by a factor of 2,2, the outliers are identified and then eliminated. The calculations of the upper maximum and lower minimum limits using this method are presented in Appendix F. The outliers that were above the superior limit and below the inferior limit that were verified in each service dimension on each country of residence were eliminated, as it is detailed in Table 18 the number of observations that were eliminated by service dimension by country of residence. The service dimension *convenience level* had the highest number of outliers (89) and the service dimension *environment and social responsibility* had the lowest number of outliers (1). In terms of countries of residence, Bolivia has the highest number of outliers (38) and France has the lowest (9). In total, from the sample it was eliminated 227 observations in service dimensions in all the countries of residence. In Appendix G are presented the boxplots for each service dimension considering the ten countries of residence in analysis, that are useful to check the normality assumption and the absence of outliers.

Table 18: Outliers eliminated by the “outlier labelling rule” by dimension and by country of residence

	DCI	CL	CPP	CD	ICP	ESR	Total
Portugal	2	11	4	0	2	0	19
Spain	0	4	4	3	3	0	14
France	0	3	3	2	0	1	9
Italy	0	5	5	0	0	0	10
Romania	0	13	6	1	0	0	20
Brazil	2	5	5	4	3	0	19
Mexico	0	13	12	11	9	0	45
Uruguai	0	13	10	1	6	0	30
Bolivia	0	17	13	4	4	0	38
Chile	4	5	4	5	5	0	23
Total	8	89	66	31	32	1	227

DCI: degree of customer involvement; CL: convenience level; CPP: contact personnel performance; CD: complexity degree; ICP: information and communication power; ESR: environment and social responsibility

7.1.3. Countries similitudes

It was applied an ANOVA to compare means of the countries in the clusters regarding service dimensions, that is, to uncover the homogeneity of the Latin cluster, the Latin American cluster and the Latin European cluster.

7.1.3.1. Results

For each service dimension it was performed a one-way ANOVA to compare the means of the Latin countries cluster, the Latin European cluster and the Latin American cluster and therefore to understand means of countries are all the same or not.

The ANOVA analyses were made by using the software SPSS Statistics (v. 24, IBM SPSS, Chicago, IL).

The one-way ANOVA, presented in Table 19, showed that the service dimensions *degree of customer involvement* ($F = 14,972$), *convenience level* ($F = 23,742$), *contact personnel performance* ($F = 10,817$), *complexity degree* ($F = 12,072$), *information and communication power* ($F = 16,597$) and *environment and social responsibility* ($F = 4,455$) had a 0,000 significance level, therefore the null hypothesis is rejected, meaning that there is enough statistical evidence to confirm that at least one of the countries is different in the way that they expect each of the service dimensions.

Table 19: One-way ANOVA applied to service dimensions for Latin countries

		Sum of Squares	df	Mean Square	F	Sig.
Degree of Customer Involvement	Between Groups	117,500	9	13,056	14,972	0,000
	Within Groups	1053,377	1208	0,872		
	Total	1170,877	1217			
Convenience Level	Between Groups	45,120	9	5,013	23,742	0,000
	Within Groups	238,185	1128	0,211		
	Total	283,305	1137			
Contact Personnel Performance	Between Groups	41,297	9	4,589	10,817	0,000
	Within Groups	487,410	1149	0,424		
	Total	528,707	1158			
Complexity Degree	Between Groups	77,476	9	8,608	12,072	0,000
	Within Groups	843,612	1183	0,713		
	Total	921,088	1192			
Information and Communication Power	Between Groups	106,040	9	11,782	16,597	0,000
	Within Groups	839,118	1182	0,710		
	Total	945,158	1191			

Enviroment and Social Responsibility	Between Groups	40,099	9	4,455	4,625	0,000
	Within Groups	1168,493	1213	0,963		
	Total	1208,592	1222			

An ANOVA (one-way) was applied to the Latin Europe cluster, to understand if customers' expectations about services dimensions means of Latin European countries (Portugal, Spain, France, Italy and Romania) are or not significantly different.

Table 20: One-way ANOVA applied to service dimensions for Latin European countries

Latin Europe						
		Sum of Squares	df	Mean Square	F	Sig.
Degree of Customer Involvement	Between Groups	49,289	4	12,322	14,789	0,000
	Within Groups	500,753	601	0,833		
	Total	550,042	605			
Convenience Level	Between Groups	26,795	4	6,699	26,806	0,000
	Within Groups	141,192	565	0,250		
	Total	167,987	569			
Contact Personnel Performance	Between Groups	11,433	4	2,858	6,020	0,000
	Within Groups	275,381	580	0,475		
	Total	286,815	584			
Complexity Degree	Between Groups	22,341	4	5,585	7,337	0,000
	Within Groups	452,927	595	0,761		
	Total	475,268	599			
Information and Communication Power	Between Groups	56,587	4	14,147	18,637	0,000
	Within Groups	452,404	596	0,759		
	Total	508,991	600			
Enviroment and Social Responsibility	Between Groups	9,385	4	2,346	2,742	0,028
	Within Groups	513,302	600	0,856		
	Total	522,687	604			

The one-way ANOVA, presented in Table 20, showed that the service dimensions *degree of customer involvement* ($F = 14,789$), *convenience level* ($F = 26,806$), *contact personnel performance* ($F = 6,020$), *complexity degree* ($F = 7,337$), *information and communication power* ($F = 18,637$) and *environment and social responsibility* ($F = 2,742$) had a 0,000 significance level, therefore the null hypothesis is rejected, meaning that there

is enough statistical evidence to confirm that at least one of the Latin European countries is different in the way that they expect each of the service dimensions.

An ANOVA (one-way) was also applied to the Latin America cluster, to understand if customers' expectations about services dimensions means of Latin American countries (Brazil, Mexico, Uruguay, Bolivia and Chile) are or not significantly different.

Table 21: One-way ANOVA applied to service dimensions for Latin American countries

Latin America						
		Sum of Squares	df	Mean Square	F	Sig.
Degree of Customer Involvement	Between Groups	48,348	7	6,907	7,619	0,000
	Within Groups	581,077	641	0,907		
	Total	629,424	648			
Convenience Level	Between Groups	9,502	7	1,357	7,247	0,000
	Within Groups	111,821	597	0,187		
	Total	121,322	604			
Contact Personnel Performance	Between Groups	11,820	4	2,955	7,930	0,000
	Within Groups	212,029	569	0,373		
	Total	223,849	573			
Complexity Degree	Between Groups	37,784	7	5,398	8,110	0,000
	Within Groups	414,645	623	0,666		
	Total	452,428	630			
Information and Communication Power	Between Groups	23,193	7	3,313	4,997	0,000
	Within Groups	411,748	621	0,663		
	Total	434,941	628			
Environment and Social Responsibility	Between Groups	33,784	7	4,826	4,501	0,000
	Within Groups	694,822	648	1,072		
	Total	728,606	655			

The one-way ANOVA, presented in Table 21, showed that the service dimensions *degree of customer involvement* ($F = 7,619$), *convenience level* ($F = 7,247$), *contact personnel performance* ($F = 7,930$), *complexity degree* ($F = 8,110$), *information and communication power* ($F = 4,997$) and *environment and social responsibility* ($F = 4,501$) had a 0,000 significance level, therefore the null hypothesis is rejected, meaning that there is enough statistical evidence to confirm that at least one of the Latin American countries is different in the way that they expect each of the service dimensions.

7.1.3.2. Discussion

Previous research has stated that customer expectations about services are different according to the country where the customer lives in, namely in physical features and facilities, contact with staff (Lewis, 1991), service quality, available personnel, employee empathy and location (Bartel et al., 1996).

Results showed that Latin countries is not a homogeneous group, that is, at least one of the countries is different and that customers from these countries do not have the same expectations about service dimensions. This disconfirms what previous has stated (Hofstede, 1976; Hofstede et al., 2002; Trompenaars & Hampden-Turner, 1997), that Latin countries can be clustered together regarding their culture.

When it comes to understand the homogeneity of the Latin European cluster and of the Latin American cluster, results show that at least one country inside of each cluster is different. So, customers' expectations about service dimensions inside of the Latin European customers and inside of the Latin American cluster are not equal. This goes against to what previous authors stated (Gupta et al., 2002; Haire et al., 1966; Hofstede, 1980; House et al., 2004; S. Ronen & Kraut, 1977; S. Ronen & Shenkar, 1985; Stankov, 2011), that Latin European countries can be presented as a homogeneous cluster, as well as Latin American countries, in terms of culture. Furthermore, with the lack of homogeneity inside these clusters, the Latin, the Latin European and the Latin America, customers' expectations about service cannot be evaluated as similar by the service provider when planning an internationalization strategy to these countries. This forces service providers to analyse carefully each country characteristics and to adapt the marketing strategy and the service offer to each Latin country. Previous research has stated that managers first select countries that are culturally and historically closer (measured by language distance, distance between religions, and colonial ties), because they consider that these factors are the most difficult to overcome (Martin & Drogendijk, 2014), however this cannot be applied in the case of the Latin countries, as they differ in terms of expectations about service, not because of the historical ties, but because of cultural differences.

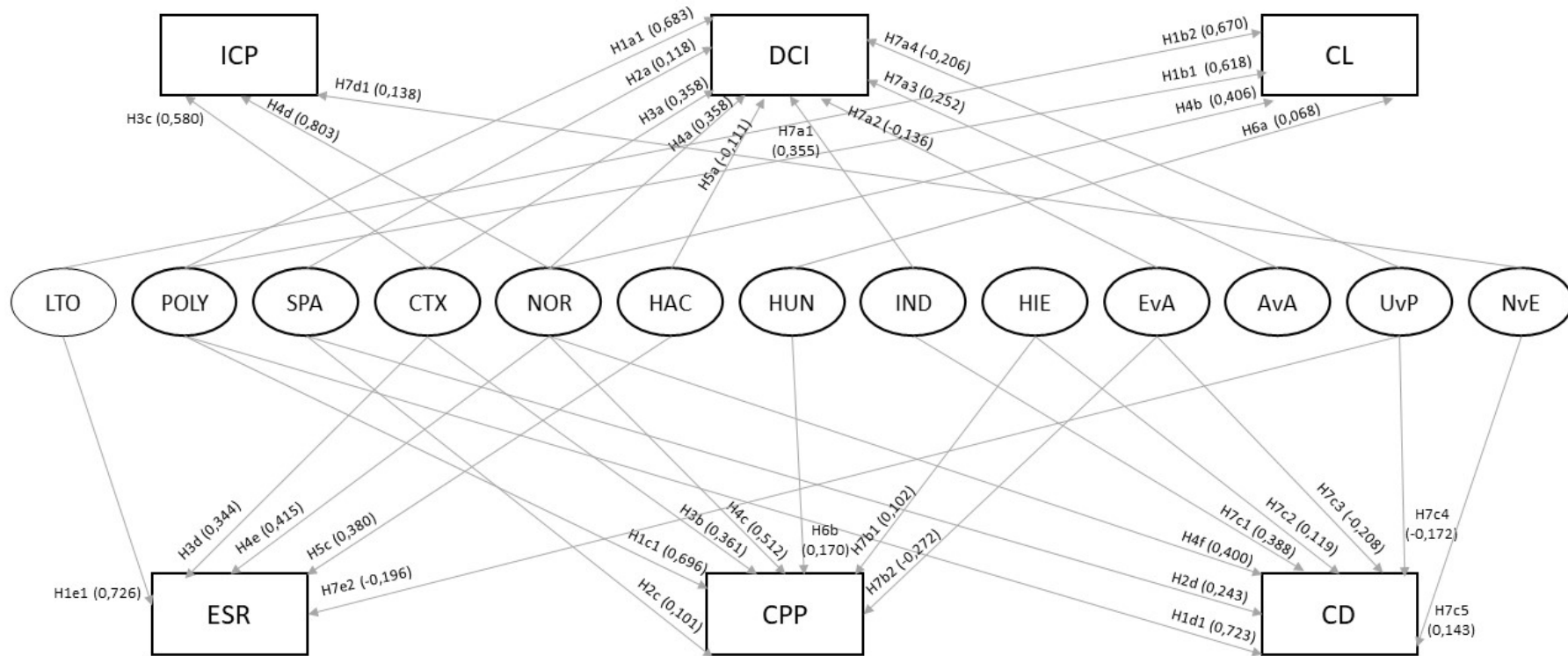
Summing up, it can be stated that Latin countries cannot be clustered together regarding customers' expectations about service dimensions, neither Latin European and Latin American can be presented as clusters.

7.2. Structural equation modelling

After the preliminary analysis, it is possible to proceed to the SEM (Maximum Likelihood) calculation to test the proposed hypothesis in Table 6. The software SPSS AMOS (v.24) is used to test the hypothesis. Through this analysis it was possible to measure the cultural dimensions influence on customers' expectations about a set of new service dimensions.

7.2.1. Results

Figure 3: Multiple linear regression model between service dimensions and cultural dimensions



Observed Variables: ICP: information and communication power; DCI: degree of customer involvement; CL: convenience level; ESR: environment and social responsibility; CPP: contact personnel performance; CD: complexity degree.

Latent Variables: LTO: long-term orientation; POLY: polychronism; SPA: space; CTX: nature of reality and context; NOR: nature orientation; HAC: human activity; IND: individualism; HIE: hierarchy; EvA: embeddedness vs. autonomy; AvA: achievement vs. ascription; UvP: universalism vs. particularism; NvE: neutral vs. emotional.

In Table 22 are presented the hypothesis tested through SEM and the regression weights achieved for each hypothesized relationship. The hypotheses were accepted at a statistical level of p equal or inferior than 0,05, therefore is confirmed that cultural dimensions exhibit correlations with customer expectations about service dimensions, which, in fact, confirms that cultural dimensions influence customer expectations about service dimensions.

Table 22: Hypotheses testing overview: cultural dimensions influence on customer expectations about service dimensions

Hypothesis Number	Hypotheses		Hypothesis Accepted	B	SE	β	p-value
	Cultural Dimension	Service Dimension					
H1b2	@50.LTO --->	CL	Yes	0,201	0,018	0,670	<0,001
H1e1	@50.LTO --->	ESR	Yes	0,219	0,026	0,726	<0,001
H1a1	@51.POLY --->	DCI	Yes	0,153	0,02	0,682	<0,001
H1b1	@51.POLY --->	CL	Yes	0,167	0,015	0,618	<0,001
H1c1	@51.POLY --->	CPP	Yes	0,186	0,014	0,694	<0,001
H1d1	@51.POLY --->	CD	Yes	0,204	0,02	0,723	<0,001
H2a	@54.SPA --->	DCI	Yes	0,023	0,009	0,117	0,012
H2b	@54.SPA --->	CL	No	0,004	0,006	0,018	0,474
H2c	@54.SPA --->	CPP	Yes	0,023	0,007	0,097	0,001
H2d	@54.SPA --->	CD	Yes	0,061	0,009	0,243	<0,001
H3a	@67.CTX --->	DCI	Yes	0,08	0,013	0,355	<0,001
H3b	@67.CTX --->	CPP	Yes	0,096	0,01	0,358	<0,001
H3c	@67.CTX --->	ICP	Yes	0,14	0,02	0,580	<0,001
H3d	@67.CTX --->	ESR	Yes	0,093	0,014	0,344	<0,001
H4a	@69.NOR --->	DCI	Yes	0,08	0,014	0,351	<0,001
H4b	@69.NOR --->	CL	Yes	0,111	0,011	0,406	<0,001
H4c	@69.NOR --->	CPP	Yes	0,14	0,012	0,515	<0,001
H4d	@69.NOR --->	ICP	Yes	0,196	0,024	0,803	<0,001
H4e	@69.NOR --->	ESR	Yes	0,113	0,015	0,409	<0,001
H4f	@69.NOR --->	CD	Yes	0,114	0,013	0,400	<0,001
H5a	@73.HAC --->	DCI	Yes	-0,022	0,009	-0,114	0,015
H5b	@73.HAC --->	CPP	No	0,01	0,007	0,043	0,144
H5c	@73.HAC --->	ESR	Yes	0,089	0,012	0,379	<0,001
H6a	@76.HUN --->	CL	Yes	0,016	0,006	0,065	0,01
H6b	@76.HUN --->	CPP	Yes	0,04	0,007	0,167	<0,001
H7a1	@78.IND --->	DCI	Yes	0,086	0,015	0,359	<0,001
H7c1	@78.IND --->	CD	Yes	0,117	0,014	0,388	<0,001
H7e1	@78.IND --->	ESR	No	0,012	0,01	0,041	0,233

H7b1	@80.HIE	--->	CPP	Yes	0,027	0,008	0,102	<0,001
H7c2	@80.HIE	--->	CD	Yes	0,034	0,009	0,119	<0,001
H7a2	@81.EvA	--->	DCI	Yes	-0,034	0,011	-0,149	0,002
H7b2	@81.EvA	--->	CPP	Yes	-0,075	0,009	-0,274	<0,001
H7c3	@81.EvA	--->	CD	Yes	-0,06	0,01	-0,208	<0,001
H7a3	@84.AvA	--->	DCI	Yes	0,052	0,011	0,237	<0,001
H7a4	@85.UvP	--->	DCI	Yes	-0,04	0,01	-0,212	<0,001
H7c4	@85.UvP	--->	CD	Yes	-0,041	0,008	-0,172	<0,001
H7e2	@85.UvP	--->	ESR	Yes	-0,047	0,009	-0,204	<0,001
H7a5	@86.NvE	--->	DCI	No	0,015	0,008	0,088	0,056
H7b3	@86.NvE	--->	CPP	No	-0,003	0,006	-0,017	0,572
H7c5	@86.NvE	--->	CD	Yes	0,031	0,007	0,143	<0,001
H7d1	@86.NvE	--->	ICP	Yes	0,025	0,01	0,138	0,017

The cultural dimension *time* influences the customer expectations about the *convenience level* of the service, *environment and social responsibility* of the service, the *degree of customer involvement* in the service, the *contact personnel performance* of the service and the *complexity degree* of the service. This is supported by the positive impact of the cultural subdimension *long-term orientation* on *convenience level* service dimension (H1b2: $\beta_{CL.LTO}=0,670$; $p<0,001$) and on the *environment and social responsibility* service dimension (H1e1: $\beta_{ESR.LTO}=0,726$; $p<0,001$). It is also supported by the positive influence of the cultural subdimension “polychronism” on the *degree of customer involvement* service dimension (H1a1: $\beta_{DCI.POLY}=0,682$; $p<0,001$), on the *convenience level* service dimension (H1b1: $\beta_{CL.POLY}=0,618$; $p<0,001$), on the *contact personnel performance* service dimension (H1c1: $\beta_{CPP.POLY}=0,694$; $p<0,001$) and on the *complexity degree* service dimension (H1d1: $\beta_{CD.POLY}=0,723$; $p<0,001$).

The cultural dimension *space* influences positively the customer expectations about the *degree of customer involvement* in the service (H2a: $\beta_{DCI.SPA}=0,117$; $p=0,012$), the *contact personnel performance* of the service (H2c: $\beta_{CPP.SPA}=0,097$; $p=0,001$) and the *complexity degree* of the service (H2d: $\beta_{CD.SPA}=0,243$; $p<0,001$). The proposed impact of the cultural dimension *space* on the *convenience level* service dimension was not supported (H2b: $\beta_{CL.SPA}=0,018$; $p=0,474$).

Customer's expectations about *degree of customer involvement* (H3a: $\beta_{DCI.CTX}=0,355$; $p<0,001$), *contact personnel performance* (H3b: $\beta_{CPP.CTX}=0,358$; $p<0,001$), *information and communication power* (H3c: $\beta_{ICP.CTX}=0,580$; $p<0,001$), and *environment and social responsibility* (H3d: $\beta_{ESR.CTX}=0,344$; $p<0,001$) service

dimensions are positively influenced by the *nature of reality and context* cultural dimension.

The cultural dimension *nature orientation* has a positive impact on customers' expectations about the *degree of customer involvement* in the service (H4a: $\beta_{DCL.NOR}=0,351$; $p<0,001$), the *convenience level* of the service (H4b: $\beta_{CL.NOR}=0,406$; $p<0,001$), the *contact personnel performance* of the service (H4c: $\beta_{CPP.NOR}=0,515$; $p<0,001$), the *information and communication power* (H4d: $\beta_{ICP.NOR}=0,803$; $p<0,001$), the *environment and social responsibility* of the service (H4e: $\beta_{ESR.NOR}=0,409$; $p<0,001$) and the *complexity degree* of the service (H4f: $\beta_{CD.NOR}=0,400$; $p<0,001$).

The cultural dimension *human activity* has a negative impact on customers' expectations about the *degree of customer involvement* in the service (H5a: $\beta_{DCL.HAC}=-0,015$; $p=0,015$). On the opposite, has a positive impact on customers' expectations about the *environment and social responsibility* of the service (H5c: $\beta_{ESR.HAC}=0,043$; $p<0,001$). The proposed impact of the cultural dimension *human activity* on the *contact personnel performance* service dimension was not supported (H5b: $\beta_{CPP.HAC}=0,379$; $p=0,144$).

Customers' expectations about the *convenience level* of the service (H6a: $\beta_{CL.HUN}=0,065$; $p=0,01$) and the *contact personnel performance* of the service (H6b: $\beta_{CPP.HUN}=0,167$; $p<0,001$) receive a positive impact from *human nature* cultural dimension.

The impact of the cultural dimension *human relationships* on customer's expectations about service dimensions was measured by five cultural subdimensions. Hence, the *individualism* cultural subdimension has a positive impact on customers' expectations about the *degree of customer involvement* in the service (H7a1: $\beta_{DCL.IND}=0,359$; $p<0,001$) and the *complexity degree* of the service (H7c1: $\beta_{CD.IND}=0,388$; $p<0,001$). The proposed impact of the cultural subdimension *individualism* on the *environment and social responsibility* service dimension was not supported (H7e1: $\beta_{ESR.IND}=0,041$; $p=0,233$). The cultural subdimension *hierarchical* has a positive impact over customer's expectations about the *contact personnel performance* in the service (H7b1: $\beta_{CPP.HIE}=0,102$; $p<0,001$) and the *complexity* of the service (H7c2: $\beta_{CD.HIE}=0,119$; $p<0,001$). The cultural subdimension *embeddedness vs. autonomy* has a negative impact over customers' expectations about the *degree of customer involvement* in the service (H7a2: $\beta_{DCL.EVA}=-0,149$; $p=0,002$), the *contact personnel performance* in the service (H7b2: $\beta_{CPP.EVA}=-0,274$; $p<0,001$) and the *complexity degree* of the service (H7c3: $\beta_{CD.EVA}=-0,208$; $p<0,001$). The *achievement vs. ascription* cultural subdimension has a

positive impact on the customers' expectations about the *degree of customer involvement* in the service (H7a3: $\beta_{DCL.AvA}=0,237$; $p<0,001$). The *universalism vs. particularism* cultural subdimension has a negative impact over customers' expectations about the *degree of customer involvement* in the service (H7a4: $\beta_{DCL.UvP}=-0,040$; $p<0,001$), the *complexity degree* (H7c4: $\beta_{CD.UvP}=-0,172$; $p<0,001$) and the *environment and social responsibility* (H7e2: $\beta_{ESR.UvP}=-0,204$; $p<0,001$). The cultural subdimension *neutral vs. emotional* has a positive impact on customers' expectations about the *complexity degree* of the service (H7c5: $\beta_{CD.NvE}=0,143$; $p<0,001$) and the *information and communication power* (H7d1: $\beta_{ICP.NvE}=0,138$; $p=0,017$). The impact of cultural subdimension *neutral vs. emotional* on customers' expectations about the *degree of customer involvement* in the service (H7a5: $\beta_{DCL.NvE}=0,088$; $p=0,056$) and the *contact personnel performance* in the service (H7b3: $\beta_{CPP.NvE}=-0,017$; $p=0,572$) was not supported.

The rejected hypotheses, H2b, H5b, H7e1, H7a5 and H7b3 were removed. The Figure 3 presents the model with estimation of the standardized regression coefficients of all the accepted hypothesis and the variability of service dimensions explained.

7.2.2. Discussion

Previous research has agreed that understanding customers' expectations will help to properly design and manage the service (Bartel et al., 1996; Bowen, 1990; Kurtz & Clow, 1992) and, ultimately, will improve customer's satisfaction with a service, if the service matches or exceeds customers' expectations (Torres, 2014). Due to its dynamic nature, customers' expectations are based in several factors (Parasuraman et al., 1991; Pizam & Ellis, 1999). Besides the external and internal sources of information (see Devlin et al., 2002) that contribute to customers' expectations formation, some authors also identified culture as key factor that can influence customers' expectations (Donthu & Yoo, 1998; Hsu et al., 2013) and all the service encounter (Hopkins et al., 2005). Previous authors have tested customer perceptions about services dimensions across different cultures (Cunningham et al., 2006), the ethnic influence (also linked to culture) on customer's expectations about service (Bartel et al., 1996), the cultural influence on customers' expectations about service quality dimensions (Donthu & Yoo, 1998; Hsu et al., 2013; Lewis, 1991; Sabote et al., 2012). Nevertheless, it is important to understand the cultural influence on customers' expectations about all the service dimensions.

Results show that culture influence customers' expectations about a new set of service dimensions. Hence the cultural dimensions *time, space, nature of reality and*

context, nature orientation, human nature, human activity and human relationships influence customers' expectations about the following new service dimensions, *degree of customer involvement, convenience level, contact personnel performance, complexity degree, information and communication power and environment and social responsibility*.

Specifically, results show that *time* related dimensions, *long-term orientation* and *polychronic* subdimensions (Hall, 1959; Kluckhohn & Strodtbeck, 1961; Schein, 2010; Trompenaars & Hampden-Turner, 1997) have a positive impact on customers' expectations about some service dimensions. The cultural subdimension polychronism has a positive impact on the *degree of customer involvement* in the service, proving, for example, that customers that are committed to spend more time in service interaction expect to have a higher involvement in the service. It has also a positive impact on the *convenience level* of the service, demonstrating for example that polychronic customers expect a higher flexibility of schedule than monochronic customers, which expect well defined schedules in order to know what to do in each moment of the service encounter. Also impact positively the *contact personnel performance* in the service, as for example, customers' that are focused on promptness and relationships expect that employees make a connection with them. Finally, the cultural subdimension polychronism has a positive impact on the *complexity degree* of the service, as customers that make several things at the same time expect that the service provider to have several steps in the service, as they want more freedom to choose the service steps they want. Monochronic customers prefer that service providers offer a pre-customized package. The cultural subdimension *long-term orientation* has a positive impact on the *convenience level* of the service, as the customer focus on results will expect that the service is performed in a predictable time. It has also impact on the *environment and social responsibility* of the service, as a customer that evaluates futures needs and circumstances will expect the service to have an environmental and social concerning practices. What contradicts the idea that for Latin cultures time is unlimited and expandable (Hall, 1959).

Space related dimensions (Hall, 1959, 1966; Schein, 2010) have a positive impact on customers' expectations about some service dimensions, with the exception of the *convenience level* of the service. Hence, customers concern for space conditions do not influence the way that they expect the possible risks in the physical environment and facilities where the service takes place. One possible explanation for this absence of

influence can be that only the Latin Americans have a high desire to achieve security (Sirota & Greenwood, 1971).

However, the cultural dimension *space* has a positive impact on the *degree of customer involvement* of the service, as customers body position, distance and language used in the relationship with employees influences a higher involvement of the customer in the service. This confirms, in part, what Hall (1959) stated, that Latin Americans like to interact at a close distance. It has also positive impact on the *contact personnel performance* in the service, as customers expect that in the service interaction employees use body language and symbols, for example. Lastly, it has also a positive impact on the way that customers expect that the space is designed according to their pre-conceptions.

The *nature of reality and context* cultural dimension (Hall, 1976; Schein, 2010; Trompenaars & Hampden-Turner, 1997) has impact on customers' expectations about the *degree of customer involvement*, the *contact personnel performance*, the *information and communication power* and the *environment and social responsibility*. As customers from high context cultures expect a higher level of commitment from employees in service interaction and customers from low context cultures expect that employees clearly explain service rules. Also, customers from low context cultures expect that communication made and controlled by the service provider to be explicit and with simple messages. Customers that belong to high context culture expect that services have a high commitment towards environmental practices.

The *nature orientation* cultural dimension (Kluckhohn & Strodtbeck, 1961; Schwartz, 1994, 2006; Trompenaars & Hampden-Turner, 1997) has a positive impact on customers' expectations about all service dimensions. So, for example, customers from a "mastery over nature" culture expect to control employee's actions in the service encounter (*degree of customer involvement*) and to participate and control the definition of the number of service steps and its complexity (*complexity degree*). For instance, customers that live in harmony with nature culture expect to the service to preserve the nature order having in account the service risks (*convenience level*) and also expect the service to maintain a balance among nature elements, with environmental concerns (*environment and social responsibility*). In the case of customers from a subjugation culture expect that employees orientate and control their actions in the service encounter (*contact personnel performance*) and also expect that the service provider to control information and communication actions of the service process (*information and communication power*).

The *human activity* cultural dimension (Kluckhohn & Strodtbeck, 1961; Schein, 2010) has a negative impact on customer's expectations about the *degree of customer involvement* in the service, as for example, customers' from a *being orientation* expect to have no involvement in the service. It has a positive impact on customer's expectations about the *environment and social responsibility* of the service, the customer's mode of activity influences the way that expects environmental aspects of the service (customers from a *being-in-becoming culture* expect a service that care for the environment and society). However, this cultural dimension has no influence on customer expectations about the *contact personnel performance* in the service, as customers' activity orientation have no influence on expectations about the way that the *contact personnel performance* act in the service encounter.

The *human nature* cultural dimension (Kluckhohn & Strodtbeck, 1961; Schein, 2010) has a positive impact on customers' expectations about the *convenience level* of the service (customers' nature influence the way that they expect the level of convenience of the service), as for example, customers when evaluating service risks have in account if their basic needs and instincts are safeguarded. And customer's nature also influences the way that they expect the contact personnel to act in the service (*contact personnel performance*), as for example, customers expect that contact personnel adopt a behavior that respect their basic needs.

The human relationship cultural dimension (Kluckhohn & Strodtbeck, 1961; Schein, 2010; Schwartz, 1994, 2006; Trompenaars & Hampden-Turner, 1997) accounts six subdimensions: *individualism, hierarchy, embeddedness vs. autonomy, achievement vs. ascription, universalism vs. particularism* and *neutral vs. emotional*. All of these cultural subdimensions have impact on customers' expectations about the service dimensions, with some exceptions that are explained.

The *individualism* cultural subdimension (Kluckhohn & Strodtbeck, 1961; Schein, 2010; Schwartz, 2006; Trompenaars & Hampden-Turner, 1997) has a positive impact on customers' expectations about the *degree of customer involvement* in the service (for example, customers from an individualistic culture expect to have an autonomous participation in the service) and the *complexity degree* of the service (for example, customers from a collectivist culture expect to define with the service provider the number of service steps and its level of complexity). Still, the *individualism* cultural subdimension has no influence on customers' expectations about the *environment and social responsibility* of the service, as customers' behavior toward the country they live

do not influence the way that they expect the service provider to behave in social projects toward the community. This can be explained by the disagreement in defining the Latin Europeans and the Latin Americans as collectivist or individualist, as for Schwartz (2006) Latin Americans are collectivist and for Jesuino (2002) they are individualistic and Latin Europeans are collectivist.

The *hierarchy* cultural subdimension (Kluckhohn & Strodtbeck, 1961; Schein, 2010; Schwartz, 2006) has positive impact on customers' expectations about the *contact personnel performance* of the service and on the *complexity degree* of the service. As for example, customers from a hierarchical culture expect that employees solve their problems and expect that can participate actively in the definition of service steps. This fact is in line with the Latin Europeans that perceive organizations as a social system with relations of power, authority and *hierarchy* (Laurent, 1986).

The *embeddedness vs. autonomy* cultural subdimension (Schwartz, 1994, 2006) has a negative impact on customers' expectations about the *degree of customer involvement*, the *contact personnel performance* and the *complexity degree* of the service. For instance, customers that have a high level of autonomy expect to have a low involvement in the service, a low performance from the contact personnel and a low complexity in service steps definition. This can be explained by the challenge that Latin Europeans have to balance the need for competitiveness with their traditional preference for a paternalistic and interventionist government, which is expected to regulate, educate and protect its individuals (Jesuino, 2002; Rabasso & Rabasso, 2005).

The cultural subdimension *achievement vs. ascription* dimension (Trompenaars & Hampden-Turner, 1997) has a positive impact in customers' expectations about the *degree of customer involvement* in the service, as for example, customers' from ascription cultures expect to gain status by being involved in the service process. This fact is confirmed by Trompenaars and Hampden-Turner (1997) that state that Latin countries are ascription-oriented cultures, where status is attributed by right.

The *universalism vs. particularism* cultural subdimension (Trompenaars & Hampden-Turner, 1997) has a negative impact on customers' expectations about the *degree of customer involvement*, the *complexity degree* and the *environment and social responsibility* of the service. In the case of customers from a universalist culture, they expect a low involvement in the service, leaving to the service provider the definition of mandatory service steps to be performed by customers and that environmental and social responsibility rules to be imposed by the service provider. This is confirmed by

(Trompenaars & Hampden-Turner, 1997), that state that some Latin countries (Spain, Brazil and Romania) individuals agree and respect contracts and deals, putting relationships in second place.

The *neutral vs. emotional* cultural subdimension (Trompenaars & Hampden-Turner, 1997) has a positive impact on customers' expectations about the *complexity degree* and the *information and communication power* of the service. As for example, customers from a neutral expect to achieve the goals proposed by the service provider. And customers from an emotional culture expect to receive a communication more emotional and full of feelings by the service provider. But, the *neutral vs. emotional* cultural subdimension has no influence on the *degree of customer involvement* and the *contact personnel performance* of the service.

In sum, cultural dimensions influence customers' expectations about a set of new service dimensions. However, there are some factors from the background of the customer that can influence the service process (Hopkins et al., 2005; X. Li et al., 2011). In the next section, it is measured the influence of these factors in customers' expectations about service dimensions and if the addition of the cultural dimensions improves the level of prediction of customers' expectations.

7.3. Hierarchical multiple regression

The hierarchical multiple regression determination was made by using the software SPSS Statistics (v. 24, IBM SPSS, Chicago, IL). The analysis was conducted on the final sample, considering the ten countries of residence (Portugal, Spain, France, Italy, Romania, Brazil, Mexico, Uruguay, Bolivia and Chile). The outputs are in Appendix H.

The main goal is to understand if controlling moderator factors (human development index, age, gender, education level, annual income, connection with the tourism sector, hotel category, hotel frequency stay) as predictors of a service dimension, the inclusion of cultural dimensions (predictive variables) add anything extra in the prediction of the service dimension (criterion/dependent variable). The dependent variables are the service dimensions: *degree of customer involvement*, *convenience level*, *contact personnel performance*, *complexity degree*, *information and communication power* and *environment and social responsibility*. The independent variables that act as predictors are the moderator factors and the cultural dimensions that were grouped into sets:

- Group 1 (Moderator factors): human development index, work in the tourism sector (95), sex (88), hotel category (97), education qualification (93), annual income (94), age (87) and hotel frequency stay (96);
- Group 2 (*Time*): *long-term orientation* (50) and *polychronism* (51);
- Group 3 (*Space*): *space* (54);
- Group 4 (*Nature of reality and context*): *context* (67);
- Group 5 (*Nature orientation*): *nature orientation* (69);
- Group 6 (*Human activity*): *human activity* (73);
- Group 7 (*Human nature*): *human nature* (76);
- Group 8 (*Human relationships*): *individualism* (78), *hierarchy* (80), *embeddedness vs. autonomy* (81), *achievement vs. ascription* (84); *universalism vs. particularism* (85), *neutral vs. emotional* (86).

7.3.1. Results

Table 23: Model 1 - Moderator factors as predictors of service dimensions (adjusted R², F-statistics and p-values using ANOVA)

Model	DCI			CL			CPP			CD			ICP			ESR		
	β	t	Sig.	β	t	Sig.	β	t	Sig.	β	t	Sig.	β	t	Sig.	β	t	Sig.
(Constant)		0,952	0,341		3,353	0,001		2,098	0,036		0,758	0,449		2,154	0,031		0,324	0,746
87.Age	0,022	0,619	0,536	-0,055	-1,553	0,121	0,041	1,144	0,253	0,056	1,594	0,111	0,060	1,702	0,089	0,102	2,900	0,004
88.Sex	0,042	1,417	0,157	0,142	4,696	0,000	0,106	3,495	0,000	0,099	3,301	0,001	0,093	3,117	0,002	0,046	1,514	0,130
93.Edu	0,076	2,328	0,020	0,058	1,738	0,082	0,086	2,563	0,011	0,093	2,822	0,005	0,063	1,919	0,055	0,032	0,959	0,338
94.Inc	-0,031	-0,976	0,329	-0,014	-0,424	0,671	-0,019	-0,594	0,553	-0,035	-1,093	0,275	-0,060	-1,886	0,060	-0,081	-2,517	0,012
95.Sector	0,022	0,794	0,427	0,022	0,754	0,451	-0,031	-1,090	0,276	0,019	0,668	0,504	-0,030	-1,054	0,292	-0,027	-0,954	0,340
96.Freq_hotel	-0,123	-3,356	0,001	-0,047	-1,253	0,211	-0,020	-0,535	0,593	-0,069	-1,853	0,064	-0,157	-4,239	0,000	-0,099	-2,670	0,008
97.Categ_hotel	0,194	5,720	0,000	0,200	5,797	0,000	0,155	4,518	0,000	0,158	4,618	0,000	0,171	5,029	0,000	0,060	1,758	0,079
HDI	-0,077	-2,627	0,009	-0,138	-4,640	0,000	-0,095	-3,189	0,001	-0,076	-2,568	0,010	-0,076	-2,586	0,010	0,004	0,130	0,897
Adjusted R ²	0,035			0,068			0,044			0,038			0,041			0,014		
F	6,489			11,324			7,654			6,863			7,375			3,094		
Sig.	0,000			0,000			0,000			0,000			0,000			0,002		

Predictors: (Constant), HDI, 95.Sector, 88.Sex, 97.Categ_hotel, 93.Edu, 94.Inc, 87.Age, 96.Freq_hotel

According to the results presented in Table 23, the first model confirms that moderator factors are predictors of all the service dimensions, with predicted scores on the service dimensions to a statically significant degree, with a R² of 0,035 for the *degree of customer involvement* (F=6,489; *p*-value=0,000), for the *convenience level* an R² of 0,068 (F=11,324; *p*-value=0,000), for the *contact personnel performance* an R² of 0,044 (F=7,654; *p*-value=0,000), for the *complexity degree* an R² of 0,038 (F=6,863; *p*-value=0,000), for the *information and communication power* an R² of 0,041 (F=7,375; *p*-

value=0,000) and for the *environment and social responsibility* an R^2 of 0,014 ($F=3,094$; p -value=0,002).

Results of the final model (model 8) are presented in Table 24. Crossing the coefficients presented on this table, the hypotheses rejected on SEM are also rejected with the hierarchical multiple regression. Namely, H2b ($\beta_{CL.SPA}=-0,007$; $p=0,810$), H5b ($\beta_{CPP.HAC}=0,017$; $p=0,553$), H7e1 ($\beta_{ESR.IND}=-0,001$; $p=0,981$), H7a5 ($\beta_{DCI.NvE}=0,013$; $p=0,640$) and H7b3 ($\beta_{CPP.NvE}=-0,013$; $p=0,657$). However, other relations when controlled with moderator factors have lost importance.

Table 24: Model 8 – Moderator factors and cultural dimensions *time, space, nature of reality and context, nature orientation, human activity, human nature and human relationships* as predictors of service dimensions

Model	DCI			CL			CPP			CD			ICP			ESR		
	β	t	Sig.	β	t	Sig.	β	t	Sig.	β	t	Sig.	β	t	Sig.	β	t	Sig.
(Constant)		-4,187	0,000		0,499	0,618		-2,383	0,017		-5,204	0,000		-3,621	0,000		-4,971	0,000
87.Age	0,035	1,072	0,284	-0,061	-1,770	0,077	0,042	1,237	0,217	0,070	2,189	0,029	0,071	2,207	0,028	0,107	3,262	0,001
88.Sex	0,025	0,908	0,364	0,131	4,423	0,000	0,097	3,380	0,001	0,088	3,250	0,001	0,081	2,973	0,003	0,036	1,275	0,202
93.Edu	0,051	1,681	0,093	0,051	1,569	0,117	0,075	2,395	0,017	0,076	2,544	0,011	0,043	1,432	0,153	0,025	0,817	0,414
94.Inc	-0,041	-1,407	0,160	-0,030	-0,952	0,341	-0,036	-1,187	0,236	-0,046	-1,591	0,112	-0,071	-2,441	0,015	-0,076	-2,561	0,011
95.Sector	0,036	1,406	0,160	0,016	0,559	0,576	-0,037	-1,367	0,172	0,032	1,249	0,212	-0,020	-0,763	0,446	-0,013	-0,492	0,623
a 96.Freq_hotel	-0,095	-2,813	0,005	-0,048	-1,324	0,186	-0,006	-0,173	0,863	-0,047	-1,402	0,161	-0,129	-3,843	0,000	-0,083	-2,439	0,015
97.Categ_hotel	0,146	4,696	0,000	0,179	5,354	0,000	0,117	3,607	0,000	0,121	3,918	0,000	0,126	4,049	0,000	0,031	0,977	0,329
HDI	-0,074	-2,678	0,008	-0,134	-4,495	0,000	-0,076	-2,624	0,009	-0,072	-2,638	0,008	-0,066	-2,372	0,018	0,015	0,553	0,581
Adjusted R ²	0,035			0,068			0,044			0,038			0,041			0,014		
F	6,489			11,324			7,654			6,863			7,375			3,094		
Sig.	0,000			0,000			0,000			0,000			0,000			0,002		
50.LTO	0,196	6,902	0,000	0,070	2,416	0,016	0,121	4,236	0,000	0,235	8,532	0,000	0,204	7,348	0,000	0,197	6,782	0,000
51.POLY	0,175	6,216	0,000	0,104	3,613	0,000	0,121	4,279	0,000	0,158	5,779	0,000	0,133	4,815	0,000	0,081	2,834	0,005
b Adjusted R ²	0,171			0,093			0,100			0,186			0,158			0,122		
F	26,050			12,595			13,811			28,723			23,325			17,980		
Sig.	0,000			0,000			0,000			0,000			0,000			0,000		
54.SPA	0,021	0,733	0,464	-0,007	-0,240	0,810	0,008	0,267	0,789	0,063	2,268	0,023	0,031	1,128	0,260	0,031	1,069	0,285
c Adjusted R ²	0,171			0,093			0,099			0,191			0,158			0,125		
F	23,799			11,632			12,549			26,508			21,381			16,902		
Sig.	0,000			0,000			0,000			0,000			0,000			0,000		
67.CTX	0,090	3,253	0,001	0,034	1,181	0,238	0,042	1,503	0,133	0,095	3,505	0,000	0,087	3,182	0,001	0,102	3,599	0,000
d Adjusted R ²	0,184			0,094			0,102			0,204			0,171			0,145		
F	23,809			10,843			11,996			26,489			21,506			18,228		
Sig.	0,000			0,000			0,000			0,000			0,000			0,000		
69.NOR	0,095	3,370	0,001	0,083	2,833	0,005	0,137	4,800	0,000	0,088	3,215	0,001	0,112	4,032	0,000	0,112	3,901	0,000
e Adjusted R ²	0,195			0,102			0,126			0,214			0,189			0,158		
F	23,683			10,932			13,832			25,963			22,304			18,618		
Sig.	0,000			0,000			0,000			0,000			0,000			0,000		
73.HAC	-0,029	-1,030	0,303	0,009	0,295	0,768	-0,017	-0,594	0,553	0,038	1,389	0,165	0,030	1,089	0,277	0,092	3,234	0,001
f Adjusted R ²	0,195			0,101			0,125			0,215			0,189			0,167		
F	22,007			10,142			12,854			24,376			20,849			18,546		
Sig.	0,000			0,000			0,000			0,000			0,000			0,000		
76.HUN	-0,002	-0,065	0,948	-0,027	-0,824	0,410	0,023	0,736	0,462	0,015	0,510	0,610	0,023	0,747	0,455	-0,009	-0,289	0,773
g Adjusted R ²	0,195			0,100			0,127			0,216			0,191			0,167		
F	20,619			9,458			12,188			22,876			19,717			17,310		
Sig.	0,000			0,000			0,000			0,000			0,000			0,000		
78.IND	0,087	2,947	0,003	0,125	4,066	0,000	0,121	4,048	0,000	0,079	2,745	0,006	0,124	4,256	0,000	-0,001	-0,024	0,981
80.HIE	0,038	1,215	0,224	0,011	0,328	0,743	0,041	1,269	0,205	0,012	0,401	0,688	0,000	-0,010	0,992	0,003	0,109	0,913
81.EvA	-0,063	-1,991	0,047	-0,126	-3,719	0,000	-0,094	-2,837	0,005	-0,068	-2,159	0,031	-0,075	-2,354	0,019	-0,031	-0,963	0,336
84.AvA	0,056	1,979	0,048	0,060	2,016	0,044	0,092	3,186	0,001	0,075	2,701	0,007	0,058	2,075	0,038	0,060	2,058	0,040
h 85.UvP	-0,047	-1,607	0,108	-0,112	-3,579	0,000	-0,154	-5,076	0,000	-0,070	-2,402	0,016	-0,106	-3,608	0,000	-0,059	-1,995	0,046
86.NvE	0,013	0,468	0,640	-0,002	-0,056	0,956	-0,013	-0,444	0,657	-0,010	-0,362	0,718	0,014	0,496	0,620	0,086	3,008	0,003
Adjusted R ²	0,205			0,140			0,170			0,231			0,218			0,176		
F	15,924			9,775			12,332			18,047			16,811			13,457		
Sig.	0,000			0,000			0,000			0,000			0,000			0,000		
ΔR^2 (Model 1, Model 8)	0,170			0,072			0,126			0,193			0,177			0,162		

a. Predictors: (Constant), HDI, 95.Sector, 88.Sex, 97.Categ_hotel, 93.Edu, 94.Inc, 87.Age, 96.Freq_hotel

b. Predictors: (Constant), HDI, 95.Sector, 88.Sex, 97.Categ_hotel, 93.Edu, 94.Inc, 87.Age, 96.Freq_hotel, 50.LTO, 51.POLY

c. Predictors: (Constant), HDI, 95.Sector, 88.Sex, 97.Categ_hotel, 93.Edu, 94.Inc, 87.Age, 96.Freq_hotel, 50.LTO, 51.POLY, 54.SPA

d. Predictors: (Constant), HDI, 95.Sector, 88.Sex, 97.Categ_hotel, 93.Edu, 94.Inc, 87.Age, 96.Freq_hotel, 50.LTO, 51.POLY, 54.SPA, 67.CTX

- e. Predictors: (Constant), HDI, 95.Sector, 88.Sex, 97.Categ_hotel, 93.Edu, 94.Inc, 87.Age, 96.Freq_hotel, 50.LTO, 51.POLY, 54.SPA, 67.CTX, 69.NOR
- f. Predictors: (Constant), HDI, 95.Sector, 88.Sex, 97.Categ_hotel, 93.Edu, 94.Inc, 87.Age, 96.Freq_hotel, 50.LTO, 51.POLY, 54.SPA, 67.CTX, 69.NOR, 73.HAC
- g. Predictors: (Constant), HDI, 95.Sector, 88.Sex, 97.Categ_hotel, 93.Edu, 94.Inc, 87.Age, 96.Freq_hotel, 50.LTO, 51.POLY, 54.SPA, 67.CTX, 69.NOR, 73.HAC, 76.HUN
- h. Predictors: (Constant), HDI, 95.Sector, 88.Sex, 97.Categ_hotel, 93.Edu, 94.Inc, 87.Age, 96.Freq_hotel, 50.LTO, 51.POLY, 54.SPA, 67.CTX, 69.NOR, 73.HAC, 76.HUN, 86.NvE, 85.UvP, 84.AvA, 80.HIE, 78.IND, 81.EvA

By adding the cultural dimension *time*, the model accounted a higher predictive power of service dimensions at a statistically significant degree. Therefore, by adding the cultural dimension *time* to the *degree of customer involvement* the R^2 increased 0,136 ($R^2=0,171$; $F=26,050$; $p\text{-value}=0,000$), to the *convenience level* the R^2 increased 0,250 ($R^2=0,093$; $F=12,595$; $p\text{-value}=0,000$), to the *contact personnel performance* the R^2 increased 0,560 ($R^2=0,100$; $F=13,811$; $p\text{-value}=0,000$), to the *complexity degree* the R^2 increased 0,148 ($R^2=0,186$; $F=28,723$; $p\text{-value}=0,000$), to the *information and communication power* the R^2 increased 0,117 ($R^2=0,158$; $F=23,325$; $p\text{-value}=0,000$) and to the *environment and social responsibility* the R^2 increased 0,108 ($R^2=0,122$; $F=17,980$; $p\text{-value}=0,000$).

To the previous predictors with was added the cultural dimension *space* and the model maintained the for all the service dimensions at a statistically significant degree. So, by adding the cultural dimension *space* to the *degree of customer involvement* the R^2 had no changes ($R^2=0,171$; $F=23,799$; $p\text{-value}=0,000$), to the *convenience level* the R^2 had no changes ($R^2=0,093$; $F=11,632$; $p\text{-value}=0,000$), to the *contact personnel performance* the R^2 decreased 0,001 ($R^2=0,099$; $F=12,549$; $p\text{-value}=0,000$), to the *complexity degree* the R^2 increased 0,005 ($R^2=0,191$; $F=26,508$; $p\text{-value}=0,000$), to the *information and communication power* the R^2 had no changes ($R^2=0,158$; $F=21,381$; $p\text{-value}=0,000$) and to the *environment and social responsibility* the R^2 increased 0,003 ($R^2=0,125$; $F=16,902$; $p\text{-value}=0,000$).

By adding the cultural dimension *nature of reality and context* the model accounted a higher predictive power of service dimensions at a statistically significant degree, with the exception of the service dimensions *convenience level* and *contact personnel performance*, that maintained the level of prediction at a statistically significant degree. Hence, by adding the cultural dimension *nature of reality and context* to the *degree of customer involvement* the R^2 increased 0,013 ($R^2=0,184$; $F=23,809$; $p\text{-value}=0,000$), to the *convenience level* the R^2 increased 0,001 ($R^2=0,094$; $F=10,843$; $p\text{-value}=0,000$), to

the *contact personnel performance* the R^2 increased 0,003 ($R^2=0,102$; $F=11,996$; $p\text{-value}=0,000$), to the *complexity degree* the R^2 increased 0,013 ($R^2=0,204$; $F=26,489$; $p\text{-value}=0,000$), to the *information and communication power* the R^2 increased 0,013 ($R^2=0,171$; $F=21,506$; $p\text{-value}=0,000$) and to the *environment and social responsibility* the R^2 increased 0,020 ($R^2=0,145$; $F=18,228$; $p\text{-value}=0,000$).

The addition of the cultural dimension *nature orientation*, allowed the model to account a higher predictive power of service dimensions at a statistically significant degree. Therefore, by adding the cultural dimension *nature orientation* to the *degree of customer involvement* the R^2 increased 0,011 ($R^2=0,195$; $F=23,683$; $p\text{-value}=0,000$), to the *convenience level* the R^2 increased 0,008 ($R^2=0,102$; $F=10,932$; $p\text{-value}=0,000$), to the *contact personnel performance* the R^2 increased 0,024 ($R^2=0,126$; $F=13,832$; $p\text{-value}=0,000$), to the *complexity degree* the R^2 increased 0,010 ($R^2=0,214$; $F=25,963$; $p\text{-value}=0,000$), to the *information and communication power* the R^2 increased 0,018 ($R^2=0,189$; $F=22,304$; $p\text{-value}=0,000$) and to the *environment and social responsibility* the R^2 increased 0,013 ($R^2=0,158$; $F=18,618$; $p\text{-value}=0,000$).

By adding the cultural dimension *human activity*, the model maintained the predictive power of service dimensions at a statistically significant degree, with the exception of the service dimension *environment and social responsibility* degree, that accounted a higher the level of prediction at a statistically significant degree. So, by adding the cultural dimension *human activity* to the *degree of customer involvement* the R^2 maintained the score ($R^2=0,195$; $F=22,007$; $p\text{-value}=0,000$), to the *convenience level* the R^2 decreased 0,001 ($R^2=0,101$; $F=10,142$; $p\text{-value}=0,000$), to the *contact personnel performance* the R^2 decreased 0,001 ($R^2=0,125$; $F=12,854$; $p\text{-value}=0,000$), to the *complexity degree* the R^2 increased 0,001 ($R^2=0,215$; $F=24,376$; $p\text{-value}=0,000$), to the *information and communication power* the R^2 maintained the score ($R^2=0,189$; $F=20,849$; $p\text{-value}=0,000$) and to the *environment and social responsibility* the R^2 increased 0,009 ($R^2=0,167$; $F=18,546$; $p\text{-value}=0,000$).

The addition of the cultural dimension *human nature* allowed the model to maintain the predictive power of service dimensions at a statistically significant degree. So, by adding the cultural dimension *human nature* to the *degree of customer involvement* the R^2 had no changes ($R^2=0,195$; $F=20,619$; $p\text{-value}=0,000$), to the *convenience level* the R^2 decreased 0,001 ($R^2=0,100$; $F=9,458$; $p\text{-value}=0,000$), to the *contact personnel performance* the R^2 increased 0,002 ($R^2=0,127$; $F=12,188$; $p\text{-value}=0,000$), to the *complexity degree* the R^2 increased 0,001 ($R^2=0,216$; $F=22,876$; $p\text{-value}=0,000$), to the

information and communication power the R^2 increased 0,002 ($R^2=0,191$; $F=19,717$; p -value=0,000) and to the *environment and social responsibility* the R^2 maintained the score ($R^2=0,167$; $F=17,310$; p -value=0,000).

By adding the cultural dimension *human relationships*, the model accounted a higher predictive power of service dimensions at a statistically significant degree.

Then, by adding the cultural dimension *human relationships* to the *degree of customer involvement* the R^2 increased 0,010 ($R^2=0,205$; $F=15,924$; p -value=0,000), to the *convenience level* the R^2 increased 0,40 ($R^2=0,140$; $F=9,775$; p -value=0,000), to the *contact personnel performance* the R^2 increased 0,043 ($R^2=0,170$; $F=12,332$; p -value=0,000), to the *complexity degree* the R^2 increased 0,015 ($R^2=0,231$; $F=18,047$; p -value=0,000), to the *information and communication power* the R^2 increased 0,027 ($R^2=0,218$; $F=16,811$; p -value=0,000) and to the *environment and social responsibility* the R^2 increased 0,009 ($R^2=0,176$; $F=13,457$; p -value=0,000).

In sum, the hypothesis H8a is accepted, as the model 8, which includes all the moderator factors and the cultural dimensions, explains better all the service dimensions. In other words, the cultural dimension can predict customers' expectations about service dimensions above and beyond other factors. So, it can be stated that cultural dimensions explain an additional 17% of the variance in the *degree of customer involvement* in the service, 7,2% of the variance in the *convenience level*, 12,6% of the variance in the *contact personnel performance*, 19,3% of the variance in the *complexity degree*, 17,7% of the variance in the *information and communication power* and 16,2% of the variance in the *environment and social responsibility*.

7.3.2. Discussion

Previous research stated that internationalization processes have in account several factors from the foreign country, as national GDP, levels of consumption (Ghemawat, 2001) and development (measured by the human development index), being also essential to analyse cultural aspects that can affect business (Cateora et al., 2011). So, customers' basic characteristics (age, sex, level of income, level of education) and background (frequency of use of the service, connection with the service sector and category of the service) also influences the service encounter process (Hopkins et al., 2005; X. Li et al., 2011) and probably customers' expectations about services. Research should try to understand the contribution of the cultural factors to customers' expectations construction. Therefore, it is necessary to clear the level of prediction that moderator

factors and cultural dimensions have in customers' expectations about new service dimensions.

Results showed that moderator factors (human development index, age, gender, education level, annual income, connection with the tourism sector, hotel category, hotel frequency stay) explain customers' expectations about new service dimensions, and by adding the cultural dimensions the level of prediction/explanation increases. The cultural dimensions that positively contribute for a higher level of prediction of expectations about service dimensions were *time*, *nature orientation* and *human relationships*. The cultural dimensions *space* and *human nature* demonstrated a null contribute to the level of prediction of customers' expectations about all service dimensions. Even so, the hypotheses rejected with SEM were also rejected with the hierarchical multiple regression, still other relations when controlled with moderator factors have lost importance.

The cultural dimension *nature of reality and context* contribute for a higher level of prediction of customers' expectations about service dimensions, with the exception of service dimensions *convenience level* and *contact personnel performance*, that demonstrated a null effect. The cultural dimension *human activity* had a null contribute to the predictive power of customers' expectations about service dimensions with the exception of the service dimension *environment and social responsibility* degree, that accounted a higher the level of prediction.

Summing up, it is demonstrated that cultural dimensions influence customers' expectations about a set of new service dimensions and that customers' expectations about service dimensions are better explained when moderator factors are added cultural dimensions. Still, it not demonstrated if cultural dimensions influence customers' expectations about a service equally in groups of countries with similar cultural patterns or with different levels of human development.

The next section uncovers this aspect.

7.4. Multigroup analysis - structural equation modelling

The multigroup analysis using SEM was used to calculate the regression weights for all the path combinations in analysis for each proposed group. It was used the software SPSS AMOS (v.24) to access to the critical ratios (Z statistics).

7.4.1. Results

Table 25: Multi group analysis: Latin Europe vs. Latin America

Paths	Latin Europe			Latin America			Z
	B	SE	p-value	B	SE	p-value	
@50.LTO ---> CL	0,136	0,023	<0,001	0,244	0,025	<0,001	3,179
@50.LTO ---> ESR	0,133	0,030	<0,001	0,291	0,038	<0,001	3,263
@51.POLY ---> DCI	0,130	0,027	<0,001	0,170	0,027	<0,001	1,048
@51.POLY ---> CL	0,143	0,023	<0,001	0,172	0,018	<0,001	0,993
@51.POLY ---> CPP	0,137	0,019	<0,001	0,221	0,019	<0,001	3,126
@51.POLY ---> CD	0,191	0,030	<0,001	0,210	0,026	<0,001	0,479
@54.SPA ---> DCI	0,009	0,013	0,465	0,037	0,013	0,004	
@54.SPA ---> CPP	0,010	0,010	0,332	0,036	0,010	<0,001	
@54.SPA ---> CD	0,054	0,014	<0,001	0,072	0,012	<0,001	0,976
@67.CTX ---> DCI	0,100	0,023	<0,001	0,064	0,016	<0,001	1,285
@67.CTX ---> CPP	0,059	0,013	<0,001	0,124	0,014	<0,001	3,402
@67.CTX ---> ICP	0,105	0,028	<0,001	0,158	0,027	<0,001	1,363
@67.CTX ---> ESR	0,064	0,018	<0,001	0,119	0,019	<0,001	2,101
@69.NOR ---> DCI	0,087	0,021	<0,001	0,070	0,017	<0,001	0,629
@69.NOR ---> CL	0,141	0,023	<0,001	0,083	0,012	<0,001	2,236
@69.NOR ---> CPP	0,168	0,022	<0,001	0,112	0,014	<0,001	2,148
@69.NOR ---> ICP	0,180	0,039	<0,001	0,201	0,031	<0,001	0,422
@69.NOR ---> ESR	0,100	0,024	<0,001	0,116	0,019	<0,001	0,523
@73.HAC ---> DCI	-0,034	0,014	0,015	-0,001	0,011	0,921	
@69.NOR ---> CD	0,146	0,025	<0,001	0,084	0,014	<0,001	2,164
@73.HAC ---> ESR	0,105	0,024	<0,001	0,072	0,014	<0,001	1,188
@76.HUN ---> CL	0,001	0,009	0,930	0,023	0,008	0,004	
@76.HUN ---> CPP	0,029	0,011	0,007	0,045	0,010	<0,001	1,076
@78.IND ---> DCI	0,097	0,024	<0,001	0,077	0,017	<0,001	0,680
@78.IND ---> CD	0,094	0,020	<0,001	0,131	0,018	<0,001	1,375
@80.HIE ---> CPP	0,015	0,012	0,225	0,027	0,010	0,009	
@80.HIE ---> CD	0,031	0,015	<0,001	0,028	0,010	0,006	0,166
@81.EvA ---> DCI	0,016	0,016	0,328	-0,080	0,017	<0,001	
@81.EvA ---> CPP	-0,043	0,013	<0,001	-0,101	0,013	<0,001	3,155
@81.EvA ---> CD	-0,034	0,015	0,024	-0,081	0,014	<0,001	2,291
@84.AvA ---> DCI	0,027	0,015	0,073	0,069	0,016	<0,001	
@85.UvP ---> DCI	-0,041	0,014	0,003	-0,021	0,012	0,079	
@85.UvP ---> CD	-0,026	0,012	0,024	-0,041	0,010	<0,001	0,960
@85.UvP ---> ESR	-0,053	0,015	<0,001	-0,038	0,012	0,002	0,781
@86.NvE ---> CD	0,012	0,010	0,255	0,029	0,008	<0,001	
@86.NvE ---> ICP	-0,003	0,015	0,862	0,033	0,014	0,019	

Note: B, path coefficients (estimate); SE, standard error; Z, critical ratio

The first group analysis compared the influence of cultural dimensions in customer expectations about a service in groups of countries with similar cultural patterns (regarding Hypothesis 9a). The groups of countries were defined as Latin European countries and Latin American countries. Before moving forward to the group analysis, it is important to identify the paths in each group that are not accepted at a statistical level of p superior than 0,05, in other words, the paths that do not show that cultural dimensions exhibit correlations with customer expectations about service dimensions (see Table 25).

For the Latin European countries, the paths that are not correlated are:

- *Space* \rightarrow *Degree of customer involvement* ($B_{DCL.SPA}=0,009$; $p=0,465$);
- *Space* \rightarrow *Contact personnel performance* ($B_{CPP.SPA}=0,010$; $p=0,332$);
- *Human nature* \rightarrow *Convenience level* ($B_{CL.HUN}=0,001$; $p=0,930$);
- *Hierarchy* \rightarrow *Contact personnel performance* ($B_{CPP.HIE}=0,015$; $p=0,225$);
- *Embeddedness vs. Autonomy* \rightarrow *Degree of customer involvement* ($B_{DCL.EVA}=0,016$; $p=0,328$).

For the Latin American countries, only one path was not correlated:

- *Human activity* \rightarrow *Degree of customer involvement* ($B_{DCL.HAC}=-0,001$; $p=0,921$).

In Table 25 are also presented the Z test to analyse the equality of the structural coefficients. The Z test, for a $\alpha=0,05$, revealed that the following paths are significantly different between the two groups, the Latin European countries and the Latin American countries:

- *Long-term orientation* \rightarrow *Convenience level* ($Z=3,179$; $p<0,05$);
- *Long-term orientation* \rightarrow *Environment and social responsibility* ($Z=3,263$; $p<0,05$);
- *Polychronism* \rightarrow *Contact personnel performance* ($Z=3,126$; $p<0,05$);
- *Nature of reality and context* \rightarrow *Contact personnel performance* ($Z=3,402$; $p<0,05$);
- *Nature of reality and context* \rightarrow *Environment and social responsibility* ($Z=2,101$; $p<0,05$);
- *Nature orientation* \rightarrow *Convenience level* ($Z=2,236$; $p<0,05$);
- *Nature orientation* \rightarrow *Contact personnel performance* ($Z=2,148$; $p<0,05$);
- *Nature orientation* \rightarrow *Complexity degree* ($Z=2,164$; $p<0,05$);

- *Embeddedness vs. Autonomy* → *Contact personnel performance* ($Z=3,155$; $p<0,05$);
- *Embeddedness vs. Autonomy* → *Complexity degree* ($Z=2,291$; $p<0,05$).

Consequently, the Hypothesis 9a it is rejected, as cultural dimensions influence in customers' expectations about service is not equal in groups of countries with alleged similar cultural patterns, in this case, the Latin European and Latin American countries.

The second group analysis compared the influence of cultural dimensions in customer expectations about a service in groups of countries with different levels of human development (regarding Hypothesis 9b). It was defined three groups of countries according to the Human Development Index (HDI), the Very High HDI Latin countries, the High HDI Latin Countries and the Medium HDI Latin countries. Consequently, it was performed three multi group analysis, between: Very High HDI Latin Countries vs. High HDI Latin Countries (see Table 26), High HDI Latin Countries vs. Medium HDI Latin Countries (see Table 27) and Very High HDI Latin Countries vs. Medium HDI Latin Countries (see Table 28).

Previously to the multigroup analysis, it is important to identify the paths in each group that are not accepted at a statistical level of p superior than 0,05 (see Table 26, Table 27 and Table 28). For the Very High HDI Latin countries, the paths that are not correlated are

- *Human activity* → *Degree of customer involvement* ($B_{DCL.HAC}=-0,022$; $p=0,101$);
- *Human nature* → *Convenience level* ($B_{CL.HUN}=0,014$; $p=0,090$);
- *Hierarchy* → *Contact personnel performance* ($B_{CPP.HIE}=0,015$; $p=0,173$);
- *Embeddedness vs. Autonomy* → *Degree of customer involvement* ($B_{DCL.EVA}=0,021$; $p=0,193$);
- *Space* → *Degree of customer involvement* ($B_{DCL.SPA}=0,024$; $p=0,083$);
- *Neutral vs. Emotional* → *Information and communication power* ($B_{ICP.NVE}=0,024$; $p=0,113$).

For the High HDI Latin countries, the paths that were not correlated are:

- *Space* → *Contact personnel performance* ($B_{CPP.SPA}=0,011$; $p=0,365$);
- *Nature of reality and context* → *Degree of customer involvement* ($B_{DCL.CTX}=0,013$; $p=0,402$);

- *Human activity* → *Environment and social responsibility* ($B_{ESR.HAC}=0,023$; $p=0,099$);
- *Hierarchy* → *Complexity degree* ($B_{CD.HIE}=0,006$; $p=0,733$);
- *Universalism vs. Particularism* → *Complexity degree* ($B_{CD.UvP}=-0,025$; $p=0,094$);
- *Universalism vs. Particularism* → *Environment and social responsibility* ($B_{ESR.UvP}=0,008$; $p=0,572$);
- *Space* → *Degree of customer involvement* ($B_{DCI.SPA}=0,011$; $p=0,445$);
- *Neutral vs. Emotional* → *Information and communication power* ($B_{ICO.NvE}=0,034$; $p=0,060$).

For the Medium HDI Latin countries, the paths that were not correlated are:

- *Nature orientation* → *Degree of customer involvement* ($B_{DCI.NOR}=-0,041$; $p=0,239$);
- *Nature orientation* → *Environment and social responsibility* ($B_{ESR.NOR}=0,026$; $p=0,349$);
- *Human activity* → *Degree of customer involvement* ($B_{DCI.HAC}=0,062$; $p=0,064$);
- *Individualism* → *Degree of customer involvement* ($B_{DCI.IND}=0,036$; $p=0,247$);
- *Embeddedness vs. Autonomy* → *Degree of customer involvement* ($B_{DCI.EvA}=-0,071$; $p=0,029$);
- *Universalism vs. Particularism* → *Complexity degree* ($B_{CD.UvP}=-0,036$; $p=0,064$);
- *Neutral vs. Emotional* → *Complexity degree* ($B_{CD.NvE}=0,033$; $p=0,118$);
- *Neutral vs. Emotional* → *Information and communication power* ($B_{ICP.NvE}=0,049$; $p=0,094$).

Table 26: Multi group analysis: Very High HDI Latin Countries vs. High HDI Latin Countries

Paths	Very High HDI			High HDI			Z
	B	SE	p-value	B	SE	p-value	
@50.LTO ---> CL	0,131	0,020	<0,001	0,210	0,033	<0,001	2,047
@50.LTO ---> ESR	0,179	0,032	<0,001	0,182	0,049	<0,001	0,051
@51.POLY ---> DCI	0,164	0,028	<0,001	0,147	0,034	<0,001	0,386
@51.POLY ---> CL	0,150	0,022	<0,001	0,124	0,021	<0,001	0,855
@51.POLY ---> CPP	0,163	0,019	<0,001	0,156	0,024	<0,001	0,229

@51.POLY ---> CD	0,212	0,029	<0,001	0,186	0,034	<0,001	0,582
@54.SPA ---> DCI	0,024	0,014	0,083	0,011	0,014	0,445	
@54.SPA ---> CPP	0,024	0,010	0,014	0,011	0,013	0,365	
@54.SPA ---> CD	0,065	0,014	<0,001	0,058	0,017	<0,001	0,318
@67.CTX ---> DCI	0,100	0,021	<0,001	0,013	0,016	0,402	
@67.CTX ---> CPP	0,063	0,012	<0,001	0,061	0,016	<0,001	0,100
@67.CTX ---> ICP	0,111	0,026	<0,001	0,088	0,029	0,002	0,591
@67.CTX ---> ESR	0,073	0,017	<0,001	0,063	0,022	0,004	0,360
@69.NOR ---> DCI	0,101	0,021	<0,001	0,077	0,022	<0,001	0,789
@69.NOR ---> CL	0,146	0,022	<0,001	0,078	0,016	<0,001	2,500
@69.NOR ---> CPP	0,178	0,020	<0,001	0,111	0,019	<0,001	2,429
@69.NOR ---> ICP	0,196	0,036	<0,001	0,175	0,044	<0,001	0,369
@69.NOR ---> ESR	0,109	0,022	<0,001	0,112	0,032	<0,001	0,077
@73.HAC ---> DCI	-0,022	0,014	0,101	-0,030	0,015	0,038	0,390
@69.NOR ---> CD	0,157	0,023	<0,001	0,071	0,019	<0,001	2,883
@73.HAC ---> ESR	0,123	0,023	<0,001	0,023	0,014	0,099	
@76.HUN ---> CL	0,014	0,008	0,090	0,028	0,011	0,007	1,029
@76.HUN ---> CPP	0,032	0,010	0,002	0,048	0,014	<0,001	0,930
@78.IND ---> DCI	0,088	0,021	<0,001	0,093	0,025	<0,001	0,153
@78.IND ---> CD	0,099	0,018	<0,001	0,171	0,033	<0,001	1,915
@80.HIE ---> CPP	0,015	0,011	0,173	0,050	0,016	0,002	1,803
@80.HIE ---> CD	0,035	0,013	0,010	0,006	0,016	0,733	
@81.EvA ---> DCI	0,021	0,016	0,193	-0,072	0,023	0,002	3,319
@81.EvA ---> CPP	-0,043	0,012	<0,001	-0,059	0,017	<0,001	0,769
@81.EvA ---> CD	-0,031	0,013	0,020	-0,040	0,018	0,030	0,405
@84.AvA ---> DCI	0,047	0,016	0,004	0,049	0,018	0,007	0,083
@85.UvP ---> DCI	-0,058	0,015	<0,001	0,047	0,018	0,008	4,481
@85.UvP ---> CD	-0,027	0,011	0,011	-0,025	0,015	0,094	
@85.UvP ---> ESR	-0,057	0,014	<0,001	0,008	0,015	0,572	
@86.NvE ---> CD	0,024	0,010	0,013	0,028	0,012	0,025	0,256
@86.NvE ---> ICP	0,024	0,015	0,113	0,034	0,018	0,060	

Note: B, path coefficients (estimate); SE, standard error; Z, critical ratio

In Table 26 are also presented the Z test to analyse the equality of the structural coefficients. The Z test, for a $\alpha=0,05$, revealed that the following paths are significantly different between the two groups, the Very High HDI Latin countries and the High HDI Latin countries.

- *Long-term orientation* → *Convenience level* ($Z=2,047$; $p<0,05$);
- *Nature orientation* → *Convenience level* ($Z=2,500$; $p<0,05$);
- *Nature orientation* → *Contact personnel performance* ($Z=2,429$; $p<0,05$);
- *Nature orientation* → *Complexity degree* ($Z=2,883$; $p<0,05$);

- *Embeddedness vs. Autonomy* → *Degree of customer involvement* (Z=3,319; $p<0,05$);
- *Universalism vs. Particularism* → *Degree of customer involvement* (Z=4,481; $p<0,05$);

Table 27: Multi group analysis: High HDI Latin Countries vs. Medium HDI Latin Countries

Paths	High HDI			Medium HDI			Z
	B	SE	p-value	B	SE	p-value	
@50.LTO ---> CL	0,210	0,033	<0,001	0,496	0,065	<0,001	3,923
@50.LTO ---> ESR	0,182	0,049	<0,001	0,429	0,065	<0,001	3,034
@51.POLY ---> DCI	0,147	0,034	<0,001	0,182	0,046	<0,001	0,612
@51.POLY ---> CL	0,124	0,021	<0,001	0,105	0,022	<0,001	0,625
@51.POLY ---> CPP	0,156	0,024	<0,001	0,225	0,033	<0,001	1,691
@51.POLY ---> CD	0,186	0,034	<0,001	0,217	0,039	<0,001	0,599
@54.SPA ---> DCI	0,011	0,014	0,445	0,111	0,037	0,003	
@54.SPA ---> CPP	0,011	0,013	0,365	0,124	0,027	<0,001	
@54.SPA ---> CD	0,058	0,017	<0,001	0,204	0,037	<0,001	3,586
@67.CTX ---> DCI	0,013	0,016	0,402	0,214	0,052	<0,001	
@67.CTX ---> CPP	0,061	0,016	<0,001	0,304	0,042	<0,001	5,407
@67.CTX ---> ICP	0,088	0,029	0,002	0,347	0,061	<0,001	3,835
@67.CTX ---> ESR	0,063	0,022	0,004	0,242	0,042	<0,001	3,775
@69.NOR ---> DCI	0,077	0,022	<0,001	-0,041	0,035	0,239	
@69.NOR ---> CL	0,078	0,016	<0,001	0,067	0,022	0,002	0,404
@69.NOR ---> CPP	0,111	0,019	<0,001	0,085	0,027	0,002	0,788
@69.NOR ---> ICP	0,175	0,044	<0,001	0,227	0,048	<0,001	0,799
@69.NOR ---> ESR	0,112	0,032	<0,001	0,026	0,027	0,349	
@73.HAC ---> DCI	-0,030	0,015	0,038	0,062	0,033	0,064	
@69.NOR ---> CD	0,071	0,019	<0,001	0,128	0,031	<0,001	1,568
@73.HAC ---> ESR	0,023	0,014	0,099	0,233	0,041	<0,001	
@76.HUN ---> CL	0,028	0,011	0,007	0,057	0,019	0,003	1,321
@76.HUN ---> CPP	0,048	0,014	<0,001	0,087	0,024	<0,001	1,404
@78.IND ---> DCI	0,093	0,025	<0,001	0,036	0,031	0,247	
@78.IND ---> CD	0,171	0,033	<0,001	0,105	0,027	<0,001	1,548
@80.HIE ---> CPP	0,050	0,016	0,002	0,059	0,022	0,008	0,331
@80.HIE ---> CD	0,006	0,016	0,733	0,126	0,028	<0,001	
@81.EvA ---> DCI	-0,072	0,023	0,002	-0,071	0,032	0,029	
@81.EvA ---> CPP	-0,059	0,017	<0,001	-0,166	0,029	<0,001	3,183
@81.EvA ---> CD	-0,040	0,018	0,030	-0,201	0,037	<0,001	3,913
@84.AvA ---> DCI	0,049	0,018	0,007	0,154	0,044	<0,001	2,209
@85.UvP ---> DCI	0,047	0,018	0,008	-0,095	0,031	0,002	3,961

@85.UvP	---> CD	-0,025	0,015	0,094	-0,036	0,020	0,064	
@85.UvP	---> ESR	0,008	0,015	0,572	-0,070	0,023	0,002	
@86.NvE	---> CD	0,028	0,012	0,025	0,033	0,021	0,118	
@86.NvE	---> ICP	0,034	0,018	0,060	0,049	0,029	0,094	

Note: B, path coefficients (estimate); SE, standard error; Z, critical ratio

In Table 27 is presented the Z test to analyse the equality of the structural coefficients. The Z test, for a $\alpha=0,05$, revealed that the following paths are significantly different between the two groups, the High HDI Latin Countries and Medium HDI Latin Countries.

- *Long-term orientation* → *Convenience level* ($Z=3,923$; $p<0,05$);
- *Long-term orientation* → *Environment and social responsibility* ($Z=3,034$; $p<0,05$);
- *Space* → *Complexity degree* ($Z=3,586$; $p<0,05$);
- *Nature of reality and context* → *Contact personnel performance* ($Z=5,407$; $p<0,05$);
- *Nature of reality and context* → *Information and communication power* ($Z=3,835$; $p<0,05$);
- *Nature of reality and context* → *Environment and social responsibility* ($Z=3,755$; $p<0,05$);
- *Embeddedness vs. Autonomy* → *Contact personnel performance* ($Z=3,183$; $p<0,05$);
- *Embeddedness vs. Autonomy* → *Complexity degree* ($Z=3,913$; $p<0,05$);
- *Achievement vs. Ascription* → *Degree of customer involvement* ($Z=2,209$; $p<0,05$);
- *Universalism vs. Particularism* → *Degree of customer involvement* ($Z=3,961$; $p<0,05$).

Table 28: Multi group analysis: Very High HDI Latin Countries vs. Medium HDI Latin Countries

Paths	Very High HDI			Medium HDI			Z
	B	SE	p-value	B	SE	p-value	
@50.LTO ---> CL	0,131	0,020	<0,001	0,496	0,065	<0,001	5,367
@50.LTO ---> ESR	0,179	0,032	<0,001	0,429	0,065	<0,001	3,451
@51.POLY ---> DCI	0,164	0,028	<0,001	0,182	0,046	<0,001	0,334

@51.POLY ---> CL	0,150	0,022	<0,001	0,105	0,022	<0,001	1,446
@51.POLY ---> CPP	0,163	0,019	<0,001	0,225	0,033	<0,001	1,628
@51.POLY ---> CD	0,212	0,029	<0,001	0,217	0,039	<0,001	0,103
@54.SPA ---> DCI	0,024	0,014	0,083	0,111	0,037	0,003	
@54.SPA ---> CPP	0,024	0,010	0,014	0,124	0,027	<0,001	3,473
@54.SPA ---> CD	0,065	0,014	<0,001	0,204	0,037	<0,001	3,514
@67.CTX ---> DCI	0,100	0,021	<0,001	0,214	0,052	<0,001	2,033
@67.CTX ---> CPP	0,063	0,012	<0,001	0,304	0,042	<0,001	5,517
@67.CTX ---> ICP	0,111	0,026	<0,001	0,347	0,061	<0,001	3,559
@67.CTX ---> ESR	0,073	0,017	<0,001	0,242	0,042	<0,001	3,730
@69.NOR ---> DCI	0,101	0,021	<0,001	-0,041	0,035	0,239	
@69.NOR ---> CL	0,146	0,022	<0,001	0,067	0,022	0,002	2,539
@69.NOR ---> CPP	0,178	0,020	<0,001	0,085	0,027	0,002	2,768
@69.NOR ---> ICP	0,196	0,036	<0,001	0,227	0,048	<0,001	0,517
@69.NOR ---> ESR	0,109	0,022	<0,001	0,026	0,027	0,349	
@73.HAC ---> DCI	-0,022	0,014	0,101	0,062	0,033	0,064	
@69.NOR ---> CD	0,157	0,023	<0,001	0,128	0,031	<0,001	0,751
@73.HAC ---> ESR	0,123	0,023	<0,001	0,233	0,041	<0,001	2,340
@76.HUN ---> CL	0,014	0,008	0,090	0,057	0,019	0,003	
@76.HUN ---> CPP	0,032	0,010	0,002	0,087	0,024	<0,001	2,115
@78.IND ---> DCI	0,088	0,021	<0,001	0,036	0,031	0,247	
@78.IND ---> CD	0,099	0,018	<0,001	0,105	0,027	<0,001	0,185
@80.HIE ---> CPP	0,015	0,011	0,173	0,059	0,022	0,008	
@80.HIE ---> CD	0,035	0,013	0,010	0,126	0,028	<0,001	2,948
@81.EvA ---> DCI	0,021	0,016	0,193	-0,071	0,032	0,029	
@81.EvA ---> CPP	-0,043	0,012	<0,001	-0,166	0,029	<0,001	3,919
@81.EvA ---> CD	-0,031	0,013	0,020	-0,201	0,037	<0,001	4,335
@84.AvA ---> DCI	0,047	0,016	0,004	0,154	0,044	<0,001	2,285
@85.UvP ---> DCI	-0,058	0,015	<0,001	-0,095	0,031	0,002	1,074
@85.UvP ---> CD	-0,027	0,011	0,011	-0,036	0,020	0,064	
@85.UvP ---> ESR	-0,057	0,014	<0,001	-0,070	0,023	0,002	0,483
@86.NvE ---> CD	0,024	0,010	0,013	0,033	0,021	0,118	
@86.NvE ---> ICP	0,024	0,015	0,113	0,049	0,029	0,094	

Note: B, path coefficients (estimate); SE, standard error; Z, critical ratio

In Table 28 is presented the Z test to analyse the equality of the structural coefficients. The Z test, for a $\alpha=0,05$, revealed that the following paths are significantly different between the two groups, the Very High HDI Latin Countries and Medium HDI Latin Countries.

- *Long-term orientation* \rightarrow *Convenience level* ($Z=5,367$; $p<0,05$);

- *Long-term orientation* → *Environment and social responsibility* ($Z=3,451$; $p<0,05$);
- *Space* → *Contact personnel performance* ($Z=3,473$; $p<0,05$);
- *Space* → *Complexity degree* ($Z=3,514$; $p<0,05$);
- *Nature of reality and context* → *Degree of customer involvement* ($Z=2,033$; $p<0,05$);
- *Nature of reality and context* → *Contact personnel performance* ($Z=5,517$; $p<0,05$);
- *Nature of reality and context* → *Information and communication power* ($Z=3,559$; $p<0,05$);
- *Nature of reality and context* → *Environment and social responsibility* ($Z=3,730$; $p<0,05$);
- *Nature orientation* → *Convenience level* ($Z=2,539$; $p<0,05$);
- *Nature orientation* → *Contact personnel performance* ($Z=2,768$; $p<0,05$);
- *Human activity* → *Environment and social responsibility* ($Z=2,340$; $p<0,05$);
- *Human nature* → *Contact personnel performance* ($Z=2,115$; $p<0,05$);
- *Hierarchy* → *Complexity degree* ($Z=2,948$; $p<0,05$);
- *Embeddedness vs. Autonomy* → *Contact personnel performance* ($Z=3,19$; $p<0,05$);
- *Embeddedness vs. Autonomy* → *Complexity degree* ($Z=4,335$; $p<0,05$);
- *Achievement vs. Ascription* → *Degree of customer involvement* ($Z=2,285$; $p<0,05$).

Consequently, the Hypothesis 9b is rejected, as cultural dimensions influence in customers' expectations about service is not equal in groups of countries with different levels of human development, in this case, the Very High HDI Latin countries, the High HDI Latin Countries and the Medium HDI Latin countries.

7.4.2. Discussion

As culture affects how people consume, a successful internationalization strategy should anticipate cultural influences in customers' expectations about a service, in each country. To ease the internationalization process, service providers choose to internationalize to these countries based on cultural similarity (Martin & Drogendijk, 2014). In fact, countries can be clustered based on the cultural similarity, on specific

characteristics of the region, as language, religion, history and cultural aspects, giving significance to societies and cultures (House et al., 2004). Several authors have mentioned and studied Latin European and Latin American countries as a cluster. The Latin countries are bounded by language (Rodríguez, 2005; Stoiculescu et al., 2014), historical factors, religion beliefs associated with certain values and norms (Hofstede, 1976; S. Ronen & Shenkar, 1985; Schneider & Demeyer, 1991). Culturally these countries are often considered very similar (cf. Brodbeck et al., 2000; Haire et al., 1966; Hofstede, 1980; House et al., 2004; Jesuino, 2002; S. Ronen & Shenkar, 1985; Stankov, 2011). However, many studies dedicated to national cultures have tried to cluster countries based on cultural dimensions, and Latin American and Latin European countries do cluster differently from author to author. What indicates an incongruity when it comes to label Latin customers as equal and furthermore to face their expectations on services equally. Previous research stated that customers from the same culture will have, probably, the same expectations about a service quality, because their cultural identity, attitudes and behaviour patterns are similar (Donthu & Yoo, 1998; Hsu et al., 2013). Therefore, countries culturally closer are expected to be in the same group, and the individuals in the same group are expected to act equally and to have a similar way of being.

Results showed that cultural dimensions influence customer expectations about service dimensions differently in groups of countries with similar cultural patterns, Latin European and Latin American countries. Hence, regarding customers' expectations about hotel service Latin American and Latin European countries do not cluster together into one cluster, because customers from these two groups do not equally expect the service, what indicates that these two groups of countries do not probably have a cultural similarity. This is opposed to what Cunningham et al. (2006) stated in terms of perceptions, that countries can cluster together according to consumer-based based perceptions about services. Contrary of what Donthu and Yoo (1998); Hsu et al. (2013), customers with a presumed similar culture do not have the same expectations about a service. What indicates that Latin Americans and Latins Europeans are not culturally similar, that the same service can be expected differently by Latin American and by Latin European customers', and that there is a need of adapting the service according to Latin European culture and to Latin American culture. This contradicts previous authors that grouped Latin American and Latin Europeans as culturally similar (see Hofstede, 1976; Hofstede et al., 2002; Trompenaars & Hampden-Turner, 1997). However, indicates a

confirmation that internationalization strategic decisions between Latin countries can be stuck on a “presumed cultural similarity paradox” (Vromans et al., 2013).

Previous cross-cultural studies in the services sector were mainly made in developed countries from the north hemisphere (eg. Bartel et al., 1996; Cunningham et al., 2006; Donthu & Yoo, 1998; Laroche et al., 2004; Cheryl Lin et al., 2007) and fewer in countries in development, that have different levels of social and economic development. So, customers from countries with different levels of human development can differ in the way that culture influences customers’ expectations about services.

Results also showed that cultural dimensions influence customer expectations about a service differently in groups of Latin countries with different levels of human development. Therefore, Very High HDI Latin countries (France, Italy, Spain, Chile, Portugal and Romania), High HDI Latin countries (Uruguay, Mexico and Brazil) and Medium HDI Latin countries (Bolivia) differ in the way that culture influences customers’ expectations about services in groups of countries with different levels of human development. This indicates that Very High, High and Medium HDI Latin countries are not similar, that the same service can be expected differently by these different groups of customers’, and that there is a need of adapting the service according to the level of human development of each group of countries.

In sum, it is demonstrated that cultural dimensions influence customers’ expectations about a set of new service dimensions and that customers’ expectations about service dimensions are better explained when to moderator factors are added cultural dimensions. It is also demonstrated that cultural dimensions influence customers’ expectations about a service differently in groups of countries with similar cultural patterns or with different levels of human development. However, it is important to understand if countries that compose these groups have cultural similarity or proximity between them. The next section analyses the level of proximity in customer expectations about a service among different countries with alleged similar cultural patterns, Latin countries.

7.5. Multidimensional scaling

The Multidimensional Scaling (PROXSCAL and MDPREF) determination was made by using the software SPSS Statistics (v. 24, IBM SPSS, Chicago, IL). The analysis was conducted on the final sample, considering the ten countries of residence (Portugal, Spain, France, Italy, Romania, Brazil, Mexico, Uruguay, Bolivia and Chile).

7.5.1. Results

In order to apply the MDS PROXSCAL it was created a matrix of proximities between Latin Countries, presented in Table 29, based on the customers' expectations about all the service dimensions in all the Latin Countries. In

Table 30 are presented the measures for stress and adjustment of the produced solution. According to the quality evaluation criteria STRESS-I and DAF, the solution of two dimensions is classified as reasonable (STRESS-I=0,257) to very good (DAF=0,933).

Table 29: Proximity matrix of Latin Countries

	1:Portugal	2:Spain	3:France	4:Italy	5:Romania	6:Brazil	7:Mexico	8:Uruguay	9:Bolivia	10:Chile
1:Portugal	0,000	0,128	1,816	0,921	0,505	0,143	0,238	0,438	0,384	0,331
2:Spain	0,128	0,000	1,252	0,709	0,429	0,367	0,316	0,442	0,208	0,579
3:France	1,816	1,252	0,000	0,410	0,725	2,632	2,674	1,528	0,600	3,406
4:Italy	0,921	0,709	0,410	0,000	0,334	1,696	1,814	0,533	0,161	2,280
5:Romania	0,505	0,429	0,725	0,334	0,000	1,016	1,178	0,432	0,143	1,529
6:Brazil	0,143	0,367	2,632	1,696	1,016	0,000	0,098	0,970	0,914	0,089
7:Mexico	0,238	0,316	2,674	1,814	1,178	0,098	0,000	0,921	0,959	0,102
8:Uruguay	0,438	0,442	1,528	0,533	0,432	0,970	0,921	0,000	0,308	1,233
9:Bolivia	0,384	0,208	0,600	0,161	0,143	0,914	0,959	0,308	0,000	1,335
10:Chile	0,331	0,579	3,406	2,280	1,529	0,089	0,102	1,233	1,335	0,000

Table 30: Stress and measurement adjustments

Normalized Raw Stress	0,06655
Stress-I	,25797 ^a
Stress-II	,74619 ^a
S-Stress	,18023 ^b
Dispersion Accounted for (D.A.F)	0,93345
Tucker's Coefficient of Congruence	0,96615

PROXSCAL minimizes Normalized Raw Stress.

a. Optimal scaling factor = 1,071.

b. Optimal scaling factor = 0,944.

Analysing the matrix of proximities (see Table 29), where the higher the value, the greater the proximity, it is possible to identify the closest, or with higher similarity, countries in terms of customers' expectations about service dimensions: Portugal/France,

France/Spain, France/Chile, Italy/Chile, Romania/Chile, Brazil/France, Mexico/France, France/Uruguay and Bolivia/Chile.

Figure 4: Perceptual map for Latin Countries proximity

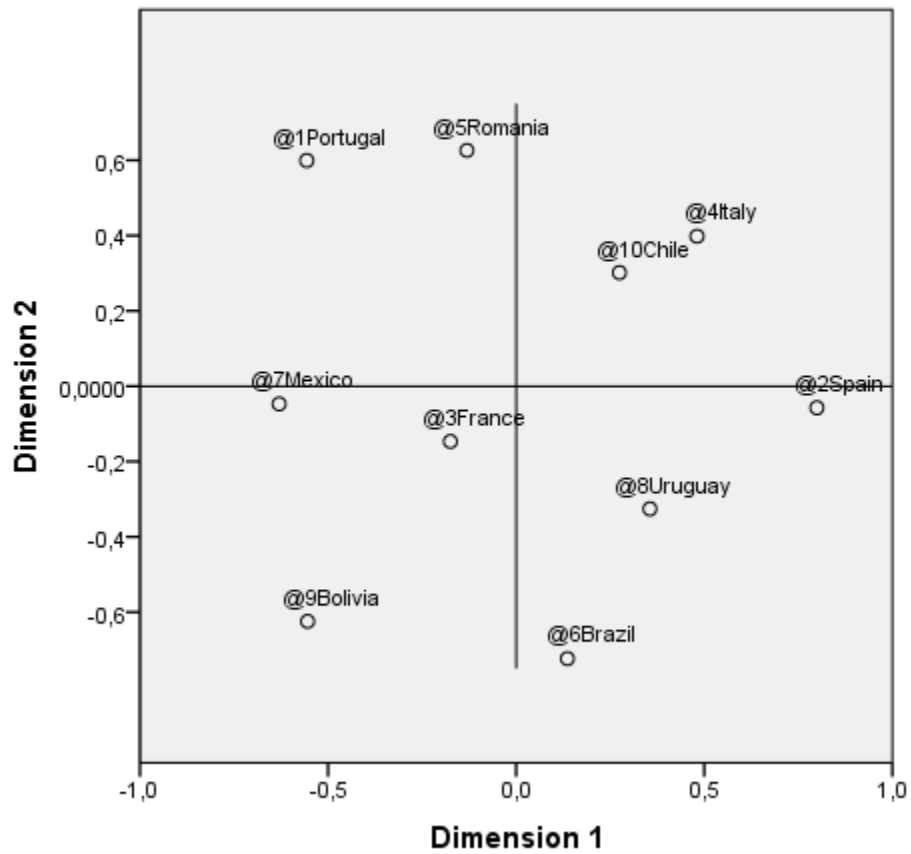
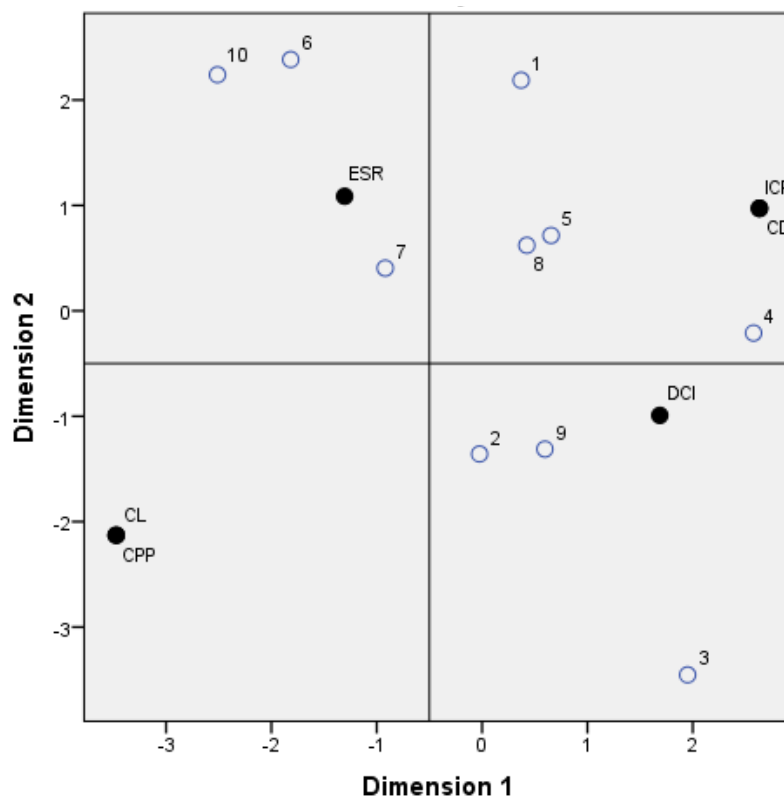


Table 31: Final coordinates for Latin Countries

	Dimensions	
	1	2
1: Portugal	-0,572	0,585
2: Spain	0,795	-0,067
3: France	-0,168	-0,142
4: Italy	0,49	0,401
5: Romania	-0,147	0,619
6: Brazil	0,137	-0,724
7: Mexico	-0,62	-0,052
8: Uruguay	0,348	-0,321
9: Bolivia	-0,549	-0,628
10: Chile	0,285	0,329

The perceptual map in Figure 4 illustrates where the ten Latin countries are positioned according to the similarities perceived by the respondents of their expectations about service dimensions. Therefore, and taking into consideration the final coordinates of the Latin Countries in each dimension (see Table 31), it is concluded that Chile and Italy are the most similar and Brazil and Romania are the most dissimilar, regarding the two retained dimensions. Regarding dimension 1, the countries with higher level of similarity are Italy, Chile, Spain and Uruguay. Regarding dimension 2, the countries with higher level of similarity are Portugal and Romania. Consequently, the level of proximity or similarity of customers' expectations about service among Latin countries is not high, therefore Hypothesis H10a is rejected. Although, some countries present high similarity or proximity.

Figure 5: Perceptual map for service dimensions and Latin Countries



1: Portugal; 2: Spain; 3: France; 4: Italy; 5: Romania; 6: Brazil; 7: Mexico; 8: Uruguay; 9: Bolivia; 10: Chile

The multidimensional scaling of preference (MDPREF) was applied in order to get a representation of the service dimensions in multidimensional space, and then relates the set of countries to the same multidimensional space (Figure 5). The MDPREF was

preceded by the calculation of the matrix of means of service dimensions in each Latin country, presented in Appendix I. Regarding the two retained dimensions no country showed similar customer expectations about any of the service dimensions. Concerning the dimension 1, customers from Italy and France have similar expectations about the *degree of customer involvement*, the *complexity degree* and the *information and communication power* service dimensions. In dimension 2, customers from Mexico, Uruguay and Romania have similar expectations about the *environment and social responsibility*, the *information and communication power* and *complexity degree* service dimensions.

Consequently, the Hypothesis H10b is rejected, as customers from Latin countries do not have similar expectations about service dimensions.

7.5.2. Discussion

Previous research, have developed constructs to measure the distance between countries based in several factors, as socioeconomic development distance, physical distance and cultural and historical distance (Martin & Drogendijk, 2014) or, as cultural distance, administrative and political distance, geographic distance and economic distance (Ghemawat, 2001). These constructs help managers to identify countries that have high proximity to the domestic market, in order to ease the internationalization process. Moreover, research also focused on the study of differences in consumer behaviour among different countries and very few focused on identifying similarities (Jacob, 2005). Latin countries were considered to have a high cultural proximity (Brodbeck et al., 2000; Haire et al., 1966; Hofstede, 1980; House et al., 2004; Jesuino, 2002; S. Ronen & Shenkar, 1985; Stankov, 2011). However, it appears that there is a “presumed cultural similarity paradox” between Latin countries (Vromans et al., 2013), where a high cultural proximity between Latin countries and Latin customers’ to have similar expectations about service dimensions.

Results showed that the level of proximity among Latin countries is not high, regarding customers’ expectations about service. Still, Chile and Italy have a high level of proximity, this can be partially explained by the HDI level in 2015, as Chile has the highest HDI level of Latin America (0,847) and Italy has the second highest level of HDI in Latin Europe (0,887). In terms of previous cross-cultural research, these two countries scored has high power distance countries, where people believe that power is distributed unequally in the society (Brodbeck et al., 2000; Gupta et al., 2002; Jesuino, 2002;

Stankov, 2011). Also, Italy, Chile, Spain and Uruguay have a high level of similarity in one dimension, this can be partially explained by historical ties connected to the immigration flows from Spain and Italy to Uruguay and Chile, and also by Italy, Chile and Spain have high scores on power distance cultural dimension (Brodbeck et al., 2000; Gupta et al., 2002; Jesuino, 2002; Stankov, 2011). This partially confirms previous findings, that considered a high cultural proximity between Latin countries and Spain (Fernández, 2007; Martin & Drogendijk, 2014). And Portugal and Romania have a high level of similarity in the other dimension, this can be partially explained by the high score that these countries have as inner-directed cultures, that believe that they can and should control nature (Trompenaars & Hampden-Turner, 1997) and by close HDI scores in 2015 (Portugal with 0,843 and Romania with 0,802). This disconfirms that Portugal has high cultural proximity with Brazil, that defined several internationalization processes between these two countries (Anderson & Goffee, 2001; Coelho, 1998; Costa et al., 2013; Fonseca & Silva, 2011; Teixeira & Pires, 2001).

Results also showed that customers from Latin countries do not have similar expectations about any service dimensions. Nevertheless, Italian and French customers have similar expectations about the *degree of customer involvement*, the *complexity degree* and the *information and communication power* of the service. In fact, France and Italy grouping is in agreement with some previous country clustering research, that clustered these two countries together (Gupta et al., 2002; Haire et al., 1966; Hofstede, 1976, 1980; House et al., 2004; Jesuino, 2002; S. Ronen & Kraut, 1977; S. Ronen & Shenkar, 1985; Stankov, 2011; Trompenaars & Hampden-Turner, 1997). Customers from Mexico, Uruguay and Romania have similar expectations about the *environment and social responsibility*, the information and communication power and the *complexity degree* of the service. Highlight for Uruguay, that have never been considered in the previous country clustering studies, and now Uruguayan, Mexican and Romanian customers have similar expectations about some service dimensions.

7.6. Conclusion

This chapter was dedicated to the empirical research. It was defined the countries where the research took place, the Latin countries (Portugal, Spain, France, Italy, Romania, Brazil, Mexico, Uruguay, Bolivia and Chile) and the service sector where was applied, the hotel service from the tourism sector. The chosen methodology was quantitative, due to the nature of this research and stated research question. It was presented the research

strategy and the data collection steps, that used a structured questionnaire to collect data. For the data analysis it was used four multivariate techniques to give a proper answer to the stated hypotheses, the structural equation modelling (SEM), the hierarchical linear regression, multigroup analysis with SEM and the multidimensional scaling. The results show that culture influences the way that customers expect hotel service, despite the moderator factors. However, that influence differs in groups of Latin countries, that were considered allegedly close in terms of culture. In fact, it can be stated that Latin countries do not cluster together in terms of customers' expectations about service dimensions, regarding no homogeneity in this cluster. This lack of homogeneity was also confirmed in the Latin European cluster and on the Latin American countries, where customers' expectations about service dimensions are different in at least one country inside these alleged clusters. Indeed, the lack of equality, it is also showed when analysed the level of proximity among Latin countries, where countries have a low proximity, and so they cannot be considered culturally close. As customers' expectations about services are not equal among these countries service providers have to adapt the service offer to each one of these countries when managing internationalization processes.

CHAPTER III - CONCLUSION

8. Conclusion

Each country has its own culture, and as culture influences the way that the customers expect the service, there is a need of adapting the service according to the culture of each country. The cultural dimensions were used to characterize the culture of each country. In fact, some authors (Donthu & Yoo, 1998; Hsu et al., 2013) state that culture is a major influence on customer's expectations about service.

Based on results, applied in the context of the hotel service and in Latin countries, the customers' expectations about a service are influenced by culture.

In specific, customers primarily have desires and wishes about a service, that named expectations, and after the service encounter customers evaluate the service performance with their previous expectations, in order to get satisfaction or dissatisfaction. Still, it can be confirmed that customers' expectations about a service are influenced by culture. This confirms what other authors have stated about the culture influence in the consumer behaviour (Hsu et al., 2013), namely in perceptions (Cunningham et al., 2006) and in expectations about service quality (Donthu & Yoo, 1998). Culture was measured by the application of cultural dimensions that rarely used or tested in research, that is, *time*, *space*, *nature of reality and context*, *nature orientation*, *human nature*, *human activity* and *human relationships*. The service dimensions were used to access the evaluation of the service, always in terms of perceptions. Hence, new services dimensions were defined and successfully validated in ten Latin countries (Bolivia, Brazil, Chile, France, Italy, Mexico, Portugal, Romania, Spain and Uruguay). Hence, the second goal was achieved by producing a new scale of service dimensions: *degree of customer involvement*, *convenience level*, *contact personnel performance*, *complexity degree*, *information and communication power and environment and social responsibility*.

The customers from the Latin countries show that culture influences their expectations about service dimensions of hotel service. Particularly, the way that customers relate to time have influence on the way that they expect to be involved in the service, to timely receive the service, to connect with employees, to understand the service steps and to found environmental and social concerning practices. The way that customers behave in space, regarding distances, body language and the use of symbols, also influences the way that they expect to bond and interact with employees and to recognize space design. However, space does not influence the way they expect the possible risks in the physical environment and facilities of the service. Regarding the way

that customers perceive messages in their context influences the way that they expect to commit to employees, to uncover messages and environmental practices. Customers relation with nature, that can be of mastery, harmony or subjugation, influences the way that they expect the whole service, including the level control that employees have, the number and complexity of service steps, the amount of risk, the environmental concerns, the involvement in the service and the power of communication. Regarding, the way that customers act influences the way that they expect to be involved in the service and to find environmental concerns in the service, however it does not influence the way that they expect employee's actions to be in the service encounter. The way that customers are in their nature (evil or good) also influences the way that they expect service risks and contact personnel behavior. Indeed, the way that customers relate with others (*individualism, hierarchy, embeddedness vs. autonomy, achievement vs. ascription, universalism vs. particularism and neutral vs. emotional*) influences the way that they expect to have a level of autonomy, power and involvement in the service process, to have control and participate on the service steps definition, to employees to perform, to environmental and social responsibility rules to be imposed and to receive communication. However, the way that customers relates with other individuals does not influence the way that they expect the service provider to behave in social projects.

The evaluation of the cultural influence in customer expectations about service is complex, and it can be moderated by some factors from the customers' background that can influence the service process (Hsu et al., 2013; Shao et al., 2004; Tosun, Dedeoğlu, & Fyall, 2015). With the effect of moderator factors (age, sex, level of income, level of education, frequency of use of the service, connection with the service sector, category of the service and human development index) controlled, the cultural dimensions improve the level of explanation of customers' expectations about a service hotel service, in Latin countries. So, the third objective of this thesis is successfully achieved, where it is possible to confirm that cultural dimensions improve the power of prediction of customers' expectations about a service when moderator factors are controlled. Nevertheless, the way that customers relate to time, with nature and with others have the major influence in the way that they expect the whole service, that is, all the service dimensions.

Henceforth, it is determined that cultural dimensions influence customers from Latin countries in the way that they expect service dimensions from an hotel service. Although, this influence on expectations is different when it comes to group these

countries according to their similar cultural patterns or to their different levels of human development. In fact, cultural dimensions do not have the same influence in Latin Europeans and Latin Americans in the way that they expect service dimensions of an hotel service. This indicates, that Latin Europeans and Latin Americans do not expect the service equally and that they do not have a cultural similarity. This disconfirms what Hsu et al. (2013) and Donthu and Yoo (1998) stated, that customers with a presumed similar culture have the same expectations about a service. This also contradicts the research that clustered together Latin countries as a unique group based on cultural similarities (see Hofstede, 1976; Hofstede et al., 2002; Trompenaars & Hampden-Turner, 1997). So, regarding another main goal of this thesis, it is possible to state that Latin Americans and Latin Europeans are not culturally similar, the same service is expected differently by these customers, so there is a need of adapting the service. In the same way, it is also possible to confirm that cultural dimensions influence customer expectations about a service differently in groups of Latin countries with different levels of human development. This again indicates that customers from very high HDI countries (France, Italy, Spain, Chile, Portugal and Romania), high HDI countries (Uruguay, Mexico and Brazil) and medium HDI countries (Bolivia) differ in the way that culture influences their expectations about service dimensions of an hotel service, so once more, there is a need of adapting the service according to the level of human development of each group of countries.

It can be stated that Latin countries are not homogenous as a cluster regarding customers' expectations about service dimensions. The same occurs with the Latin European and the Latin American cluster, where there is no homogeneity, so customers inside these clusters are not homogeneous in the way that they expect service dimensions, as at least one country has different means. It was also fundamental to understand if countries that compose these groups have cultural similarity or proximity between them, regarding customers' expectations. The level of proximity among Latin countries is not high, in fact, only Chile and Italy have a higher level of proximity, that can be explained by high human development scores and by being high power distance countries. Making a more particular analysis and by dimensions, in terms of historical ties, it can be said that Italy, Chile, Spain and Uruguay have a higher level of proximity. Portugal and Romania have a high level of similarity in terms of being inner-directed cultures, as customers believe that they can control nature when they expect the service. These results disconfirm that Latin countries have a high cultural proximity (Brodbeck et al., 2000; Haire et al.,

1966; Hofstede, 1980; House et al., 2004; Jesuino, 2002; S. Ronen & Shenkar, 1985; Stankov, 2011). And that Portugal has high cultural proximity with Brazil (Anderson & Goffee, 2001; Coelho, 1998; Costa et al., 2013; Fonseca & Silva, 2011; Teixeira & Pires, 2001).

In terms of service dimensions, Latin customers do not have similar expectations about any service dimensions. However, in a unidimensional analysis, it can be stated that the way that Italians and French customers expect to be involved in the service, to define service steps and its complexity and to receive communication is the same. Also, customers from Mexico, Uruguay and Romania are similar in the way that they expect to receive service communication, to define service steps and its complexity and to concern about environmental and social responsibility actions of the service.

Summing up, culture influences Latin customers' expectations about service dimensions, having controlled the moderator factors. Although, the influence is different when dividing customers in terms of alleged cultural similarity, in Latin European and Latin American. Subsequently, when analysed individually Latin countries have a low level of proximity in terms of expectations of service dimensions and it cannot be considered culturally close. This confirms that there is in fact a "presumed cultural similarity paradox" (Vromans et al., 2013) among Latin countries.

8.2. Contributions and implications

A lack of reliable studies in the international marketing of service that make an extended cross-cultural analysis was the starting point of this research (Javalgi & White, 2002). However, there is a lack of studies to study the influence of culture on customers' expectations (Cheryl Lin et al., 2007) and from the customers' point of view. The main purpose of this thesis is to test the influence of cultural dimensions on the customers' expectations about new service dimensions, contributing with new insights for theory and for practice.

8.2.1. Theoretical implications

The major contribution to theory was the cross-cultural approach made in studying the influence of culture on customers' expectations about service. This filled a major gap, where studies about the culture's influences on consumer behaviour were required (Hsu et al., 2013). Unlike previous conceptualizations, that focused on the sources of customers' expectations (see Chiu et al., 2016; S. Liu et al., 2013; Torres, 2014; Wong &

Dioko, 2013; Wu et al., 2014), this research focused on a factor that influences all the service encounter process, including the sources of information of expectations, the culture (Hopkins et al., 2005). Additionally, by developing and testing a more comprehensive structure to study this relation, this study improved the understanding of cultural dimensions and customer' expectations about service dimensions.

Despite many studies defined sources of influence of customer expectations, the definition of moderator factors was also important to define the level of explanation of cultural dimensions in customers' expectations about services. This was even more important, because from country to country people can be from different social classes and consume the same service and it can affect the way that customers' expect the service (X. Li et al., 2011). Therefore, this study also reveals that once moderator factors are controlled, the cultural dimensions still contribute to the explanation of customers' expectations about service.

Moreover, this research also contributed to clear the disagreement on previous research of clustering Latin countries into one group based on cultural similarity, stating that Latin European and Latin American customers showed differences in the way that culture influences their expectations about service, disconfirming an alleged cultural proximity. This is also truth in a multi-country analysis, where it can be stated that Latin countries have a low level of proximity, regarding customers' expectations about services, and therefore, cannot be considered culturally close. In fact, it can be stated that Latin countries do not cluster together, neither Latin American countries nor Latin European countries, regarding customer's expectations about service dimensions.

Regarding the cross-cultural research made previously that used cultural dimensions to group and classify countries into clusters, this study used cultural dimensions from Hall (1959, 1966, 1976), Kluckhohn and Strodtbeck (1961), Schein (2010), Schwartz (1994, 2006) and Trompenaars and Hampden-Turner (1997) that were grouped according each definition and it were tested. The cultural dimensions were: *time*, *space*, *nature of reality and context*, *nature orientation*, *human nature*, *human activity* and *human relationships*. This study contributes to test cultural dimensions that are rarely used and that are more accurate to measure cultural aspects in consumer centred themes, unlike the extremely used Hofstede's cultural dimensions. Moving beyond from the positivistic orientation from Hofstede (1980), this research contributes with an interpretative approach, to study cultural influence on customers' expectations about new

service dimensions. So far, no study has used and measured all these cultural dimensions together.

Researchers over the years have tried to create service dimensions (C. H. Lovelock, 1983; Salegna & Fazel, 2013; Van der Valk & Axelsson, 2015), although there was a lack of studies from the customer's point of view that apply the framework to an extended cross-cultural analysis. Unlike previous approaches to measure customers' expectations about a service, that used service quality dimensions (Donthu & Yoo, 1998), this research had in account the most important dimensions that customers consider when evaluating any service, filling another gap in theory, related to the lack of service dimensions to be applied to all services (Salegna & Fazel, 2013). Therefore, it contributes to theory with a new and validated scale, by ten countries, to measure service, composed by the following service dimensions: *degree of customer involvement, convenience level, contact personnel performance, complexity degree, information and communication power and environment and social responsibility*. These dimensions were outlined to be tested from customers' point of view for any service, as all of these service dimensions can be controlled by the service provider in order to fulfil customers' expectations.

In terms of methodology, this research was applied in ten different countries from two different continents and with different levels of development, namely Portugal, Spain, France, Italy, Romania, Brazil, Mexico, Uruguay, Bolivia and Chile. This transnational cross-cultural research overtakes two of the biggest gaps in this area, the predominance of developed countries from the north hemisphere and the strong dominance of two-country studies (Engelen & Brettel, 2011; Richardson & Smith, 2007). It also contributes with a multi-country analysis of ten different countries, a minimum threshold set by Cardon (2008). It also contributes to enhance the hotel service field with the study of the relation between cultural dimensions and customer expectations.

8.2.2. Managerial implications

This research also makes some contributes for practitioners, as it provides to managers an improved understanding about customers' expectations about services and the importance of culture in influencing them. These insights can be used to build or redefine marketing strategies when internationalization processes take place.

Managers have relied on distances between the domestic country and the foreign country to make an internationalization decision, choosing the countries that have a higher proximity to ease the internationalization process (Martin & Drogendijk, 2014).

Among the last year, it was verified a predisposition of Latin companies to internationalize to Latin countries, based on historical ties, on common language, beliefs, values and norms. However, sometimes this cultural identification is over evaluated by managers, revealing expectations of cultural similarity between Latin customers. Hence, one of the major contribution to practice, was to confirm that there is a “presumed cultural similarity paradox” between Latin countries (Vromans et al., 2013). So, Latin customers are not equally influenced by culture when they expect service dimensions, what leads to the deduction that customers are not culturally similar and therefore, that do not share the same expectations about services. So, the same service should not be designed and commercialized equally for the Latin customers, managers should adapt the service to each country. By, clearing this cognitive dissonance, managers can now reduce risks in internationalization processes to the Latin countries.

Nevertheless, managers can count with some Latin countries that show some level of proximity, as it is the case of Italians and Chilean, that share some similarity in the way that they expect a service. Some partial proximity between Italian, Chilean, Spanish and Uruguayan customers and with Portugal and Romania. Still, managers have to be careful when designing service for these countries as the level of proximity is not high and therefore they can not only differ in terms of expectations, but also in terms of cultural similarity. This leads to another guidance to managers, that Portugal and Brazil do not share a high cultural proximity, that in past defined many internationalization processes between these countries (Anderson & Goffee, 2001; Coelho, 1998; Costa et al., 2013; Fonseca & Silva, 2011; Teixeira & Pires, 2001).

Moreover, regarding specifically the way that Latin customers expect service dimensions, the Italian and French customers are very similar in the way that they expect to be involved in the service, to participate in the service steps complexity definition and to receive communication, for example, the service provider can design the same communication strategy for these countries. Also, Mexican, Uruguayan and Romania are similar in the way that they expect to receive communication from the service provider, to concern about environmental and social responsibilities from the service provider and to participate in definition of the services’ level complexity, as for example, the service provider can define the participation of the customer as a co-producer. Hence, involving customers from these countries in the service process and understanding their choices and thoughts will help service providers to create value to customers.

The last contribution to practice, is to provide a service dimensions scale that can be used by the hotel service providers to build the service offer, gathering information to elaborate service design, communication, distribution, among others, that will aid in incremental management decisions.

8.3. Limitations and suggestions for future research

This doctoral thesis has empirically validated the relation between culture and customers' expectations about service. However, has some limitations related to the empirical context and to the applied methodology.

The first limitation is that this research was only applied in one context, on the hotel service. The service dimensions scale was developed in order to be suitable for application in other services. So, future research can test the same relation in other services. The second limitation is also linked to the context, where it was considered a specific group of countries to test hypothesis, the Latin countries. Although, future research can replicate the hypothesis in other groups of countries with alleged cultural proximity or even to extend this research to more Latin countries. As for example some African countries were considered Latin countries (Latin Union, 2012), as Angola, Cape Verde, Guinea-Bissau, Ivory Coast, Mozambique, São Tomé and Príncipe, Senegal, but none of these are considered in the cross-cultural studies and consequently do not take part of the Latin cluster or of any cluster.

The third limitation regards the methodology. This research applied unidimensional scales to measure cultural dimensions, leaving aside other cultural subdimensions that could enrich the scales. Therefore, future research should treat cultural dimensions as multidimensional scales, testing the inclusion of more subdimensions. Also, it should be considered other cultural dimensions that were not addressed in this study.

The last limitation regards, the dynamic nature of customers' expectations (Parasuraman et al., 1991; Pizam & Ellis, 1999), where customers' can develop new insights about service evaluation and it can be necessary to create new service dimensions. So, future researchers should search for new aspects that customers consider in the service process and encounter and suggest and test new service dimensions.

The historical ties influence culture and therefore it would be expectable to those countries to have the same culture. Although, in one side, those historical ties are just one of the several aspects that influence the culture formation and on the other side, for more

historical ties that are shared, there are always different perspectives to see the same subject. Also, language can be a visible factor that is part of culture formation, but it is not so deep as the other cultural dimensions in this study. So, it can be concluded that customers' expectations about services are not equal in these countries with alleged cultural similarity, because the culture is different and culture influences what customers expect about a service.

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APPENDICES

Appendix A

- **Authors that performed services classifications and the number of citations**

Ranking	Authors	Number of Citations
1	Parasuraman et al. (1985)	26362
2	Philip Kotler and Armstrong (2010)	22047
3	Bitner (1992)	8126
4	C. Lovelock and Wirtz (2011)	7453
5	C. H. Lovelock (1984)	4890
6	Daft and Lengel (1984)	3970
7	C. H. Lovelock (1983)	3107
8	Shostack (1977)	2949
9	Zeithaml (1981)	2646
10	Grönroos (1983)	2366
11	Solomon et al. (1985)	2106
12	Sasser et al. (1978)	2078
13	Grönroos (1990)	1938
14	Crosby and Stephens (1987)	1660
15	T. P. Hill (1977)	1498
16	Chase (1978)	1441
17	Bateson (1992)	1404
18	C. H. Lovelock and Gummesson (2004)	1385
19	Ostrom and Iacobucci (1995)	1375
20	Surprenant and Solomon (1987)	1375
21	Shostack (1987)	1234
22	Levitt (1980)	1210
23	Schmenner (1986)	1098
24	Copeland (1923)	1076
25	Murray and Schlacter (1990)	1024
26	Price et al. (1995)	931
27	Rathmell (1966)	765
28	Thomas (1978)	737
29	Chase (1981)	722
30	Silvestro et al. (1992)	702
31	C. H. Lovelock and Yip (1996)	580
32	Chase and Tansik (1983)	558
33	Haywood-Farmer (1988)	558
34	Murphy and Enis (1986)	553
35	Larsson and Bowen (1989)	543
36	P. Kotler (1984)	478
37	Bowen (1990)	459
38	Judd (1964)	454
39	Karmarkar (2004)	440
40	P. Hill (1999)	398
41	Dotchin and Oakland (1994)	397
42	Vandermerwe and Chadwick (1989)	388
43	Mills and Margulies (1980)	371
44	Levitt (1969)	362
45	Parasuraman (1998)	358
46	Grove and Fisk (1983)	345
47	Krishnan and Hartline (2001)	345

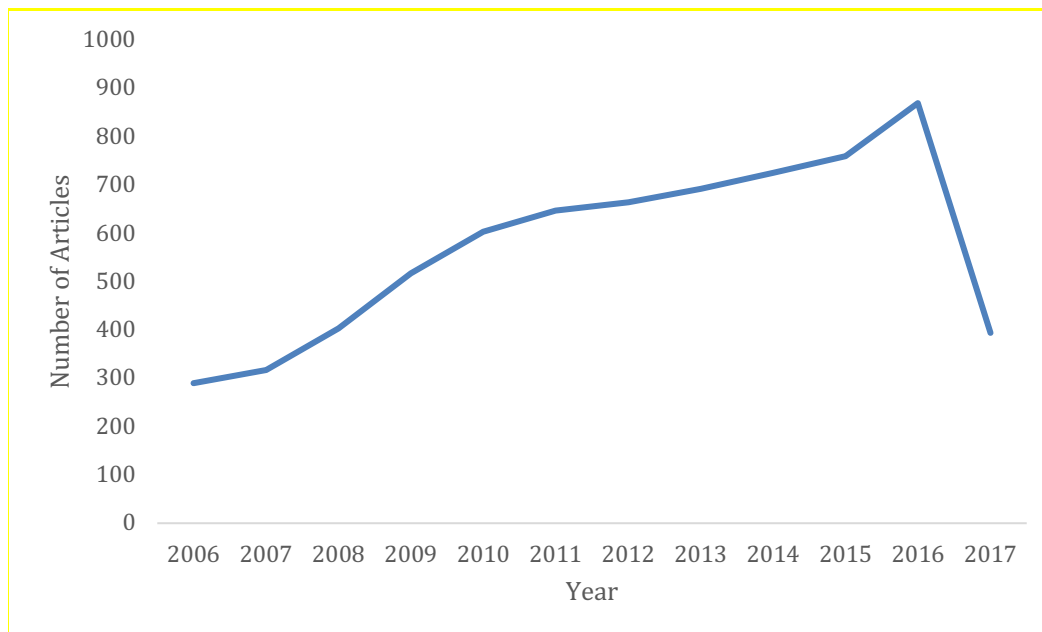
48	Cook et al. (1999)	344
49	Kellogg and Nie (1995)	333
50	Iacobucci and Ostrom (1993)	320
51	Wemmerlöv (1990)	274
52	Schmenner (2004)	268
53	Kellogg and Chase (1995)	253
54	Maister and Lovelock (1982)	245
55	Silpakit and Fisk (1985)	245
56	Patterson and Cicic (1995)	243
57	Fitzsimmons et al. (1998)	208
58	Clark, Rajaratnam, and Smith (1996)	188
59	Palmer and Cole (1995)	172
60	Jackson and Cooper (1988)	162
61	Collier and Meyer (1998)	161
62	C. H. Lovelock (1980)	154
63	D. L. Davis et al. (1979)	150
64	Karmarkar and Pitbladdo (1995)	145
65	Rushton and Carson (1985)	159
66	Nicoulaud (1989)	111
67	Verma (2000)	122
68	Mersha (1990)	108
69	Eiglier and Langeard (1977)	97
70	Mayer, Bowen, and Moulton (2003)	86
71	S. Ng et al. (2007)	86
72	Apte and Vepsäläinen (1993)	81
73	Stell and Donoho (1996)	76
74	Bell (1981)	75
75	Coulter and Ligas (2004)	75
76	Johnston and Morris (1985)	75
77	Kelly (1989)	67
78	Rust and Metters (1996)	66
79	Bell (1986)	58
80	Cunningham et al. (2004)	56
81	Blois (1983)	54
82	Bastič and Gojčič (2012)	54
83	Haynes (1990)	45
84	Iacobucci and Ostrom (1996)	45
85	Kowalkowski et al. (2009)	43
86	T. Davis (1999)	41
87	Mills (1985)	40
88	Smedlund (2008)	40
89	Ryans and Wittink (1977)	38
90	Cunningham et al. (2006)	37
91	C. Liu et al. (2008)	33
92	Miller and Foust (2003)	33
93	Aspinwall (1961)	30
94	Cunningham, Young, and Lee (1997)	28
95	Shafti et al. (2007)	25
96	Goodwin (1986)	24
97	Bowen and Bowers (1986)	23
98	Chase (2010)	23
99	Charng-Horng and Tzong-Yau (1992)	22

100	C. Hsieh and Chu (1992)	22
101	Cunningham et al. (2005)	18
102	Eiglier (1977)	14
103	C.-T. Chen et al. (2015)	12
104	Stiff and Pollack (1983)	11
105	Van der Valk and Axelsson (2015)	10
106	Ban and Ramsaran (2017)	9
107	C. Lin et al. (2013)	8
108	Salegna and Fazel (2013)	8
109	Chakraborty and Kaynak (2014)	7
110	Licata and Mowen (1997)	7
111	Trinh and Kachitvichyanukul (2013)	7
112	Zvegintzov (1983)	7
113	Langeard and Eiglier (1983)	5
114	Mudie and Cottam (1993)	1
115	Venkateswaran and Maleyeff (2011)	1
116	Jankalová (2016)	1
117	Dey et al. (2015)	n/a

Source: Google academic, number of citations retrieved 8th of February 2018

Appendix B

- **Evolution of the number of articles published per year in the period 2006-2017**



- **Evolution of the number of articles published per year in the period 2006-2017**

Year	Number of Articles	%
2006	290	4.214 %
2007	317	4.606 %
2008	403	5.856 %
2009	517	7.512 %
2010	603	8.762 %
2011	647	9.401 %
2012	664	9.648 %
2013	692	10.055 %
2014	725	10.535 %
2015	760	11.043 %
2016	870	12.642 %
2017	394	5.725 %

- **Co-occurrence of terms**

id	term	occurrences	relevance score
198	satisfaction	3672	0.3756
57	customer	3165	0.5735
187	relationship	3064	0.6773
220	system	2690	0.8346
77	effect	2663	0.4895
238	value	2404	0.5416

90	finding	2293	0.3151
137	method	2272	0.8396
10	approach	2090	0.3866
235	user	1790	0.622
72	dimension	1666	0.3208
61	customer satisfaction	1594	1.0009
224	time	1583	0.7893
117	intention	1575	1.1381
157	patient	1536	2.4219
129	loyalty	1407	1.3359
177	provider	1278	0.13
145	network	1259	2.7641
53	cost	1259	0.5334
112	industry	1234	0.4341
196	role	1223	0.3102
51	context	1207	0.3517
171	problem	1196	1.843
49	consumer	1186	0.6495
29	care	1172	2.9286
21	behavior	1156	0.4044
113	influence	1077	0.5719
199	scale	1055	0.331
98	group	1044	0.6754
92	firm	1015	0.6643
144	need	990	0.3912
151	outcome	973	0.3825
38	company	946	0.3353
110	improvement	941	0.5671
146	number	933	0.7244
83	employee	902	0.7229
182	questionnaire	889	0.4838
9	application	882	1.0561
230	trust	875	1.1003
103	hospital	771	1.4435
132	market	766	0.3784
223	technology	755	0.3521
173	product	741	0.5749
65	decision	722	0.3888
150	originality value	715	0.9716
192	resource	714	0.4684
69	design methodology approach	713	0.9668
14	attitude	706	0.4693
11	assessment	674	0.9298

44	conclusion	666	1.9066
248	year	642	1.4775
32	change	640	0.543
225	tool	635	0.4639
59	customer loyalty	633	1.6886
78	efficiency	630	0.9771
160	person	628	0.9179
175	program	619	0.4325
16	author	614	0.3837
222	technique	611	0.5204
165	practical implication	608	0.9806
26	business	598	0.4873
104	hotel	589	0.5394
87	facility	570	1.4055
108	image	567	1.6147
169	price	562	0.538
36	commitment	539	1.3032
8	antecedent	530	1.386
217	student	529	0.4641
45	condition	526	0.3902
162	policy	521	0.676
68	demand	520	1.3668
155	participant	520	1.3274
6	algorithm	518	4.8306
134	mechanism	515	0.973
37	community	502	0.3583
67	delivery	498	0.4378
111	indicator	497	0.7132
133	marketing	493	0.7296
119	interview	490	0.6985
71	determinant	487	0.4104
138	methodology	486	0.4534
218	success	484	0.4081
212	solution	477	2.093
54	criterium	473	0.7215
22	behavioral intention	469	1.6734
116	instrument	469	0.4111
94	function	463	0.5914
30	case study	457	0.4343
243	website	454	0.5282
189	requirement	453	1.6075
4	aim	453	0.4549
148	operation	452	0.5577

109	implementation	444	0.7574
91	findings	436	0.8244
156	passenger	436	0.8031
201	scheme	434	3.5987
121	item	433	0.685
34	client	426	0.7812
208	set	425	0.4429
31	challenge	424	0.8101
213	staff	420	0.943
23	behaviour	418	0.3694
1	access	417	1.9555
229	treatment	415	2.6482
52	control	398	0.8481
195	retailer	392	0.8946
105	hypothesis	392	0.7698
48	construct	391	0.9943
5	airline	385	0.8343
18	background	374	2.232
190	research limitations implication	369	1.0185
39	competition	364	0.5047
79	emotion	352	1.1727
237	validity	351	0.3478
118	intervention	347	2.6322
73	driver	347	0.4128
246	woman	346	2.5511
228	tourist	341	1.2639
159	period	341	0.8117
100	health	340	2.6303
149	operator	339	0.8162
12	association	339	0.2702
28	capacity	337	1.9935
194	restaurant	333	1.3687
86	experiment	328	0.6403
247	word	326	1.5568
214	state	325	0.4102
158	patient satisfaction	320	2.0962
142	motivation	320	0.4795
33	child	318	3.4474
172	procedure	318	0.6036
25	brand	316	1.5462
85	example	312	0.6015
178	provision	311	0.7423
153	parameter	303	1.5716

88	failure	303	0.2741
183	range	302	0.9014
3	age	300	1.174
163	population	297	1.2077
56	culture	297	0.3622
136	member	295	0.408
82	empirical study	293	0.5536
206	service satisfaction	292	0.8299
76	education	291	0.548
176	project	286	0.5134
166	predictor	283	0.3136
125	library	282	0.561
236	user satisfaction	282	0.5583
202	selection	278	0.9779
128	location	276	1.0998
95	future research	274	0.7239
47	consequence	273	0.5064
147	nurse	272	2.0582
226	total	270	0.3127
19	bank	269	0.6955
97	government	269	0.496
66	delay	268	2.3339
186	region	267	0.3207
234	usefulness	263	0.7114
127	link	263	0.5233
20	barrier	262	1.1152
233	university	259	0.6347
126	life	258	1.3843
197	safety	256	0.7658
107	identification	251	0.4277
124	lack	248	0.6735
170	priority	246	0.4635
231	turn	245	1.1022
122	job satisfaction	244	1.0143
200	scenario	240	1.0615
193	responsiveness	233	0.3411
216	structural equation modeling	232	1.3007
204	service encounter	230	0.6115
227	tourism	229	0.5265
244	weight	227	0.8978
139	moderating effect	226	1.5546
188	relationship quality	223	1.7939
114	information quality	220	1.3691

70	destination	220	1.1639
240	variation	220	0.5759
101	health care	217	2.3843
232	uncertainty	216	0.615
89	family	215	3.199
164	positive effect	215	0.984
241	visitor	214	0.8205
2	advantage	211	0.6818
17	availability	209	0.9784
93	food	207	0.4859
242	web	206	0.4389
152	overall satisfaction	206	0.3391
174	profit	205	0.9232
184	reason	205	0.5303
221	system quality	200	1.4287
24	behavioural intention	199	1.4471
141	month	197	2.9878
115	information system	196	0.6621
74	e service quality	195	1.5
191	research model	193	1.2725
131	managerial implication	192	0.9504
211	simulation	190	3.2634
180	purchase intention	190	1.9501
219	supplier	188	0.8829
7	alternative	187	0.8396
43	conceptual model	182	1.1606
96	gender	181	0.3992
143	mouth	180	2.0006
40	competitive advantage	180	0.5762
161	physician	177	1.7936
99	guideline	173	0.6453
207	servqual	172	0.3934
203	sem	170	0.8663
209	significant difference	169	0.5055
239	variance	169	0.4433
64	day	168	1.7259
41	competitiveness	167	0.2917
62	customer service	165	0.9031
123	korea	165	0.4037
80	empathy	164	0.5574
120	introduction	162	1.0346
46	confirmatory factor analysis	160	0.6981
84	end	156	1.2722

35	combination	148	0.3831
205	service industry	145	0.5323
181	qos	139	5.4984
75	ease	139	1.2005
210	significant effect	139	0.7944
60	customer perception	138	0.849
13	assurance	136	0.3048
130	man	133	1.4665
27	buyer	133	1.0967
58	customer experience	132	0.8802
106	i e	132	0.2677
245	wom	131	2.3078
215	structural equation	131	1.4705
179	public transport	131	0.506
63	customer value	130	1.1688
140	moderating role	128	2.0998
50	consumer satisfaction	125	1.0561
154	parent	122	4.0745
168	previous study	122	0.3673
102	higher education	119	0.8702
135	mediating role	117	1.7797
42	conceptual framework	117	0.4627
167	previous research	116	0.6405
15	australia	114	0.8773
55	csr	110	1.4957
81	empirical result	109	0.6831
185	recent year	109	0.369

- **Service quality and customer satisfaction studies in tourism**

Authors	Sector	Sample Size	Scale	Analysis Technique	Dimensions or Factors
K.-Y. Chen (2014)	Hotel	240 customers	Likert 9-point scale	Correlation Analysis	Tangibles; Reliability; Responsiveness; Assurance; Empathy
S.-H. Kim et al. (2013)	Destination	581 passengers at the airport	Likert 7-point scale	Confirmative factor analysis	Destination atmosphere; Travel information; Travel environment; Shopping; Community attitude; Performance-based quality; Product-

					based quality; Overall value; Economic value; Tourist satisfaction; Revisit intentions; Word-of-mouth referral
Prebensen et al. (2013)	Tourist Attractions	505 respondents	SERVQUAL Likert 7-point scale	Descriptive Statistics and Correlations ; Multiple Regression; Structural Equation Model	Service quality; Involvement; Surrounding nature; Other tourists; Time spent; Resources spent; Money spent
Sánchez-Hernández et al. (2009)	Hotel	795 customers	SERVQUAL 7-point scale	Correlation analysis	Functional quality; Tangibles; Relational quality
Wang, Chen, Fan, and Lu (2012)	Tourist Attraction	267 customers	Likert 5-point scale	Factor analysis	Resource conditions; Recreational activities; Tourism facilities; Integrated management; Related personnel; Aesthetic experience; Emotional experience; Action experience
Wong and Fong (2012)	Casino	238 casino customers	Likert 5-point scale	Confirmatory factor analysis, Correlation coefficients, means, standard deviations, Test of measurement model invariance	Service environment; Service delivery; Gaming service; Food service
C.-F. Chen and Myagmarsuren (2010)	Destination	128 tourists	Likert 5-point scale	Principal components factor analysis, Confirmatory factor	Awareness; Image; Perceived quality

				analysis, Structural equation model	
Dortyol et al. (2014)	Hotel	307 customers	Likert 5-point scale	Factor analysis Regression analysis	Friendly, courteous and helpful employees; Room amenities; Food quality and reliability; Interaction with Turkish culture; Entertainment opportunities; Tangibles; Level of prices; Transportation; Climate and hygiene; Security
González et al. (2007)	Spa	270 Customers of thermal health spa establishments	Likert 7-point scale	Regression analysis and Chi-square test	Buying Intentions; Word-of-mouth communication; Price sensitivity
Owusu-Frimpong, Nwankwo, Blankson, and Tarnanidis (2013)	Destination	420 Tourists and 8 Policy makers	Likert 5-point scale	Focus group and face to face interviews; Descriptive and exploratory factor analysis, confirmatory factor analysis and structural equation modelling	Premises-Tangible Quality; Hotel Location; Bedroom; Human Dimensions
Sigurðardóttir and Helgadóttir (2015)	Touristic Activity (Horse Tourism)	2774 customers from horse rental and horse trekking	Likert 5-point scale	Correlation Analysis	Tangibles; Reliability; Responsiveness; Assurance; Empathy
Moutinho, Albayrak, and Caber (2012)	Destination	1905 customers targeted in hotels	Likert 5-point scale	Confirmatory factor analysis; Structural model	Health and hygiene; Shopping; Information; Local transportation; Accommodation
Nam and Lee (2011)	Restaurant	181 customers targeted at the airport	Likert 7-point scale	Regression analysis	Intangibles; Tangibles; Food; Expectations; Value for money

Ma, Harvey, and Hu (2007)	Restaurant	467 undergraduate students	Likert	Structural equation model	Tangibles; Process (reliability, responsive, assurance, empathy); Outcome
C.-T. Chen et al. (2015)	Restaurant (Green)	12 experts and 677 customers	Likert 5-point scale	In-depth interviews;	Tangible; Reliability; Responsiveness; Assurance; Empathy; Environmental-oriented services; Food quality
Blešić et al. (2014)	Hotel (with Spa)	295 customers	Likert 5-point scale	Factor analysis and T-test	Assurance; Food and amenities; Empathy; Tangibility; Entertainment, recreation and wellness facilities; Responsibility;; Reliability
Y.-C. Lee, Wang, Chien, et al. (2016)	Hotel	341 individuals: 255 tourists, 40 managers and 46 employees	Likert 9-point scale	Gap Analysis	10 Gaps
Kukanja, Omerzel, and Bukovec (2017)	Restaurant	1198 customers	Likert 5-point scale	Factor Analysis	People; Placement; Product and Physical Evidence
Ban and Ramsaran (2017)	Touristic Activity (Eco Tourism)	25 tourists of ecolodges	-	In-depth interview approach	Tangibles; Reliability; Responsiveness; Assurance; Empathy; Eco-friendly practices; Eco-activities; Eco-learning
Min (2016)	Tour Guides	25 experts	-	Modified Delphi method	Tangibles; Reliability; Responsiveness; Assurance; Empathy; Culture
Istudor (2009)	Hotel	85 customers	Likert 5-point scale	-	Tangibles; Reliability; Responsiveness; Assurance; Empathy
Blešić et al. (2011)	Hotel (with Spa)	618 customers	SERVQUAL	Descriptive statistical analysis;	Tangibles; Reliability; Responsiveness;

			Likert 5-point scale	ANOVA	Assurance; Empathy
Chin and Tsai (2013)	Restaurant	5 experts	PZB service quality model	Delphi method; Analytical hierarchy process method	Reliability; Empathy; Innovation; Tangible; Assurance; Responsiveness
Tsang, Lee, Wong, and Chong (2012)	Theme Park	167 customers	THEMEQUAL Likert 5-point scale	Gap Analysis	Tangible; Reliability; Responsiveness and access; Assurance; Empathy; Courtesy
López-Toro, Díaz-Muñoz, and Pérez-Moreno (2010)	Destination	100 tourists	SERVQUAL Likert 5-point scale	Correlation and Factor analysis	Hotel; Environment quality; Accessibility; Small business/Services outside hotel; General elements
Riadh (2012)	Hotel	200 customers	Lodging quality index (LQI) Likert 7-point scale	Confirmatory factor analysis and Regression analysis	Tangibility; Reliability; Responsiveness; Confidence; Communication
Kam et al. (2015)	Hotel	14 Travelers 11 Service providers	Service quality gap model	Delphi method	Hotel design, facilities and amenities; hotel environment and atmosphere; hotel activities; hotel services; hotel personnel; hotel branding and management.
L.-F. Hsieh, Lin, and Lin (2008)	Hotel	Tour guides or group hosts of travel agencies	PZB Service quality	Analysis network process (ANP)	Tangibles; Reliability; Responsiveness; Assurance; Empathy
Bora and Halil (2015)	Hotel	845 hotel stakeholders (customers, employees and managers)	SERVQUAL Likert 5-point scale	Multivariate analysis of variance	Tangibles; Reliability; Responsiveness; Assurance; Empathy
Rachau et al. (2015)	Hotel	2511 customers	Likert 7-point scale	Principle component analysis; Factorial analysis;	Service product; Service delivery; Service environment

				Regression analysis	
Ayeh and Chen (2013)	Hotel, Travel Agency and Retail	1087 respondents	5-point scale	IPA model Multivariate analysis of variance and Analysis of variance	Tangibles; Reliability; Responsiveness; Assurance; Empathy
Briggs et al. (2007)	Hotel	132 customers	5-point scale	Analysis of means and variance	Standards; Friendliness; Personal service; Value for money; Tangibles
Asad and Tim (2010)	Hotel	271 customers	Likert 7-point scale	Descriptive Statistics Factor Analysis	Hotel ambience and staff courtesy; Food and beverage product and service quality; Staff presentation and knowledge; Reservation services; Overall value for money
Tosun et al. (2015)	Destination	539 foreign tourists	5-point scale	Structural Equation Modelling	Accommodation; Local Transport; Cleanliness; Hospitality; Activities; Language communication; Airport services; Destination Affective Image; Revisiting Intention
Ariffin and Maghzi (2012)	Hotel	101 customers	5-point scale	ANOVA Pearsons correlation	Personalization; Warm welcoming; Special relationship; Straight from the heart; Comfort
Bastič and Gojčič (2012)	Hotel	611 customers	5-point scale	Corrected itemtotal correlations Exploratory factor analysis Confirmatory factor analysis	Environmentally friendly and healthy equipment; Ecobehaviour of hotel staff; Efficient use of energy and water; Bio-food
Eric (2013)	Hotel	30 customers	Likert 5-point scale	ANOVA T-tests	-

Manhas and Tukamushaba (2015)	Hotel	450 customers	Likert 5-point scale	Factor analysis IPA	Service quality; Service delivery; Hotel ambience; Quality of staff and amenities; Experience quality; Quality of aesthetics
Nath et al. (2016)	Hotel	218 respondents	SERVQUAL 5-point scale	CFA ANCOVA	Tangibles; Reliability; Responsiveness; Assurance; Empathy; Power distance; Uncertainty avoidance
Anastasios and Jovana (2007)	Restaurant	237 respondents	SERVQUAL 5-point scale	T-test ANOVA	Tangibles; Reliability; Responsiveness; Assurance; Empathy
X. Li et al. (2011)	Outbound travel products	88 participants	Focus group		
Customer Satisfaction					
Wong and Dioko (2013)	Casino	706 tourists	11-point scale	Factor analysis	Expectations; Performance; Value; Satisfaction; Loyalty intention; Complaint
Chang et al. (2016)	Cruise	97 customers	Likert 5-point scale	EFA CFA T-tests Expectancy Disconfirmation Paradigm (EDP) model	Overall convenience/People; Culture/Exploration; Commodities/Attractions
Rodríguez del Bosque et al. (2006)	Travel Agency	190 customers	Likert 7-point scale	CFA Correlations analysis	Image; Tangibles; Experience; Communication
Jin et al. (2014)	Tour	202 respondents	Likert 5-point scale	Factor analysis T-test	Group leader/local guide(s); Optional tour and shopping arrangement; Safety, cleanness, and comfortableness; Accommodation; Activities;

					Shopping length and frequency
Lai and Hitchcock (2017)	Hotel	293 respondents	Likert 7-point scale	Factor analysis	Tangible; Reliability; Responsiveness; Assurance; Empathy; Core benefit; Entertainment; Technology; Overall satisfaction
Eun, Hyunjoo, and Keri (2015)	Restaurant	1120 respondents	Likert 5-point scale	Correlations analysis ANOVA	Service effectiveness; Emotional response; Intention to revisit
Y. Liu and Jang (2009)	Restaurant	284 customers	Likert 7-point scale	IPA Multiple regression CFA	Food-related attributes; Service-related attributes; Atmospherics-related attributes; Other attributes; Customer satisfaction; Behavioural intention
Rufin, Medina, and Rey (2012)	Destination	399 tourists	Likert 7-point scale	SEM	Pleasure; Arousal; Loyalty
Agyeiwaah, Adongo, Dimache, and Wondirad (2016)	Destination	4156 respondents	Likert 11-point scale	T-test ANOVA Regression analysis Correlation analysis	Expectation; Perceived performance; Assessed value; Loyalty; Complaint intention; Satisfaction
Alegre and Garau (2010)	Destination	100 respondents	Likert 5-point scale	PCA	Satisfaction and Dissatisfaction
Brunner-Sperdin, Peters, and Strobl (2012)	Hotel	239 respondents	Likert 5-point scale	Factor analysis	To be in good hands; Forgetting everything around; Time is passing; To enjoy; To be absorbed in an activity; Design; Lighting effects; Colour effects; Sound effects; Empathy of employees; Expertise of

					employees; Responsiveness of employees; Ability to take part in the service process
Campo-Martínez and Garau-Vadell (2010)	Destination	529 tourists	Likert 10-point scale	PCA Factor analysis SEM	Satisfaction with the destination characteristics; Environmental satisfaction; Satisfaction with prices; Satisfaction with hospitality
Deng, Yeh, and Sung (2013)	Hotel	412 tourists	Likert 10-point scale	CFA	Service quality; Consumption emotions; Perceived value; Customer satisfaction index; Customer loyalty
Eusébio and Vieira (2013)	Destination	923 tourists	5-point scale Face to face interviews with questionnaire	SEM	Basic services; Accessibility; Attractions
Y.-C. Lee, Wang, Lu, et al. (2016)	Hotel	255 tourists 40 managers 46 employees	9-point scale	GAP scores	HOLSERV dimensions
H. Li, Ye, and Law (2013)	Hotel	42,886 reviews of 774 star rated hotels	-	Factor matrix	Logistics; Facilities; Reception services; Food and beverage management; Cleanliness and maintenance; Value for money
S. Liu et al. (2013)	Hotel	6196 data records: reviews (both ratings of hotel factors and text-based comments) of 93 Melbourne-based hotels rated 4-star and above (collected from TripAdvisor)	5-point scale	Factor analysis Association rules	Overall satisfaction; Cleanliness; Location; Room; Service; Sleep quality; Value

Pantouvakis (2013)	Hotel	1544 hotel customers	7-point scale Likert scale	Exploratory and confirmatory factor analysis SEM	Physical; Interactive
Sabiote et al. (2012)	Travel agency / Internet	600 tourists	5-point scale Likert scale	Confirmatory factor analysis T-value test	Efficacy; Ease of use; Availability; Privacy; Relevant information or quality of content; Responsiveness
Silvestre, Santos, and Ramalho (2008)	Cruises	973 passengers and crewmembers	5-point scale	Regression analysis SEM	Value for money; Intentions; General satisfaction; Local hospitality
Song, Li, van der Veen, and Chen (2011)	Destination	279 respondents	11-point scale	SEM	Satisfaction; Perceived performance; Expectations; Assessed value
Song et al. (2012)	Destination	-	11-point scale	SEM	Expectations; Perceived performance; Assessed value; Loyalty; Complaint intention; Tourist satisfaction
Gu and Ryan (2008)	Hotel	941 respondents	7-point scale Likert scale	Regression analysis	External environment; Reputation; Cleanliness of the bedroom

Appendix C

• Latin American and Latin European Universities

Country	University
Portugal	University of Porto
	University of Lisbon
	Universidade Nova de Lisboa
	ISCTE - Instituto Universitário de Lisboa
	Universidade da Beira Interior
	Escola Superior de Hotelaria do Estoril
	Instituto Politécnico de Leiria
	Universidade do Algarve
	Escola Superior de Educação de Coimbra
	Instituto Politécnico da Guarda
	Instituto Superior de Economia e Gestão
	Universidade de Évora
	Universidade da Madeira
	Escola Superior de Comunicação Social
	Universidade de Aveiro
Spain	Universidad de Zaragoza
	Universitat de Barcelona
	Universidad Autónoma de Madrid
	Universitat Autònoma de Barcelona
	Universidad de Murcia
	Universidad Castilla de la Mancha
	Universidad de Málaga
	Universidad de Cádiz
	Universidad del País Vasco
	Universidad de Las Palmas
	Universidad de Salamanca
	Universidad de Alcalá
	Universidad de Oviedo
	Universidad Complutense de Madrid
	Universidad des Les Iles Baleares
	Universidad de La Laguna
France	Toulouse Business School
	École Polytechnique
	Université Piere et Marie Curie
	École Normale Supérieure
	Université Paul Sabatier Tpulouse III
	Université de Renns 1
	Université de Renns 2
	Université Bordeaux Montaigne
	Université du Havre
	Université de Limoges
	Université de Bretagne Occidentale
	Institute du Hautes Études de l’Amerique Latine
	École Normale Supérieure de Lyon
	Université de Grenoble – Alpes
	Université Paris – Sud
	Université de Strasbourg
	Université Diderot Paris 7

	École Normale Supérieure de Cachan
	Université de Montpellier
	Aix-Marseille University
	University of Bordeaux
Italy	Università Ca' Foscari Venezia
	Centro Studi di Politica Internazionale
	Università Pathenope
	Bocconi University
	Università Degli Studi di Modena e Reggio Emilia
	Università di Pisa
	Politecnico di Milano
	Istituto Universitario di Studi di Pavia
	Università Degli Studi di Piemonte Orientale
	Università Degli Studi di Bologna
	Università Degli Studi di Perugia
	Università di Catania
	Università Degli Studi di Torino
	Università Degli Studi di Roma "Tor Vergata"
	Sapienza - Università di Roma
	Università Degli Studi di Padova
	Università Degli Studi di Salerno
	Università Degli Studi di Cagliari
	Università Degli Studi della Tuscia
	Suola Normale Superiore di Pisa
Romania	Facultatea de Management – SNSPA
	Facultatea de Comunicare și Relații Publice
	University Politehnica of Timisoara
	Lucian Blaga University of Sibiu
	West University of Timisoara
	Universitatea "Babes-Bolyai" Cluj Napoca
	"George Asachi" Technical University of Iasi
	University Politehnica din Bucuresti
	Bucharest University of Economic Studies
	University of Bucharest
	Alexandru Ioan Cuza University
Argentina	Universidad de Buenos Aires
	Universidad Torcuato Di Tella
	Universidad Austral
	Universidad Austral
	Universidad de San Martin en la República Argentina
Brazil	Escola Superior de Propaganda e Marketing
	Universidade Estadual de Campinas
	Universidade de São Paulo
	Universidade Federal do Rio de Janeiro
	Universidade Estadual Paulista
	Universidade Federal de Minas Gerais
	Pontificia Universidade Católica do Rio de Janeiro
	Universidade Federal do Rio Grande do Sul
	Universidade de Brasília
	Universidade Federal de Santa Catarina
	Universidade Federal de São Carlos
	Universidade Federal de São Paulo

	Universidade Federal do Panamá
Bolivia	Universidad Mayor de San Andrés
	Universidad Mayor de San Simón
	Universidad Católica Boliviana
	Universidad Privada del Valle
	Universidad Juan Misael Saracho
	Universidad Técnica de Oruro
	Universidad Autónoma Gabriel René Moreno
	Universidad Privada Boliviana
	Universidad Privada de Santa Cruz de La Sierra
	Universidad Autónoma Tomás Frías
Chile	Pontificia Universidad Católica de Chile
	Universidad de Chile
	Universidad de Concepción
	Universidad Santiago de Chile
	Universidad Adolfo Ibáñez
	Pontificia Universidad Católica de Valparaíso
	Universidad Diego Portales
	Universidad Técnica Federico Santa María
	Universidad Austral de Chile
	Universidad de Talca
Uruguay	Universidad de Montevideo
	Universidad de la República
	Universidad Católica del Uruguay
	Universidad ORT Uruguay
	Universidad Tecnológica del Uruguay
	Universidad de la Empresa
	Centro Latinoamericano de Economía Humana
	Instituto Metodista Universitario Crandon
México	Instituto Panamericano de Alta Dirección de Empresa
	Universidad Quintana Roo
	Instituto Tecnológico y de Estudios Superiores de Monterrey
	Universidad Nacional Autónoma de México
	Universidad Anahuac
	Universidad Iberoamericana
	Instituto Politécnico Nacional
	Universidad Autónoma Metropolitana
	Benemérita Universidad Autónoma de Puebla
	Universidad Autónoma de Nuevo León
	Universidad Autónoma del Estado de México
	Universidad de Guadalajara
	Universidad de Las Américas Puebla
	Universidad de Monterrey
	Universidad Panamericana
Colombia	Universidad Externado de Colombia
	Universidad de los Andes
	Universidad Nacional de Colombia
	Universidad de Antioquia
Costa Rica	Universidad Nacional Costa Rica
	Universidad Latinoamericana de Ciencia y Tecnología
	Universidad de Costa Rica
Ecuador	Universidad San Francisco de Quito

	Escuela Superior Politécnica del Litoral
	Pontificia Universidad Católica del Ecuador
El Salvador	Universidad de El Salvador
	Universidad Centroamericana "José Simeón Cañas"
	Universidad Tecnológica de El Salvador
Panama	Universidad Tecnológica de Panamá
	Universidad de Panama
	Universidad Católica Santa María la Antigua
Peru	Pontificia Universidad Católica del Perú
	Universidad Peruana Cayetano Heredia
	Universidad Nacional Mayor de San Marcos
Venezuela	Universidad Central de Venezuela
	Universidad Simón Bolívar
	Universidad Católica Andres Bello

Appendix D

- Questionnaire – Portuguese Version

Expectativas do Consumidor - Hotel

Caro(a) Sr. / Sra.,

Estamos a realizar um trabalho de investigação e gostaríamos de conhecer as suas expectativas, enquanto consumidor, em relação ao desempenho do serviço de hotel. Também gostaríamos de perceber se a sua cultura influencia as suas expectativas. As informações são confidenciais e não serão divulgadas a terceiros.

Não há respostas certas ou erradas. O objetivo principal é compreender quais são as suas expectativas em relação a uma lista de atributos do serviço de hotel.

Para mais informações pode entrar em contacto para: 201300057@fep.up.pt (Mara Franco) ou up233177@g.uporto.pt (Raquel Meneses).

Agradecemos a sua colaboração.



SEGUINTE

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Expectativas do Consumidor - Hotel

*Obrigatório

Parte 1 - Expectativas

Tendo em conta a lista de atributos para o serviço de hotel que será apresentada, indique qual o seu nível de expectativas para obter o serviço adequado (nível de serviço mínimo aceitável para esse atributo): 1=Baixo; 7=Alto

A) Grau de Envolvimento do Cliente

O meu nível de serviço mínimo aceitável para um hotel

Indique até que ponto espera que o hotel... *

1 (Baixo) 2 3 4 5 6 7 (Alto)

1. Possibilite a escolha do local de aquisição (ex: online, agência de viagens)

☐ ☐ ☐ ☐ ☐ ☐ ☐

2. Se identifique com a sua forma de ser e de estar	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. Mantenha o staff em contínuo contacto consigo durante a estadia	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. Construa um bom relacionamento consigo em vez de pensar apenas no lucro	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. Entre em contacto consigo (após a estadia) através do programa de fidelização	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. Preste o serviço sem intervenção humana (apenas por máquinas)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. Preste um serviço consistente todos os dias durante a estadia	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

8. Disponibilize pacotes completos durante o processo de compra (ex: voo, hotel e transferes)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. Possibilite a aquisição de serviços adicionais (ex: upgrade de quarto, check-out tardio)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

B) Nível de Conveniência

O meu nível de serviço mínimo aceitável para um hotel

Indique até que ponto espera que o hotel... *

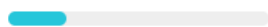
1 (Baixo) 2 3 4 5 6 7 (Alto)

10. Apresente um horário alargado para o funcionamento dos serviços (24h por dia)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
-----------------------------------------------------------------------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------

11. Transmita confiança no tratamento dos seus problemas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12. Possua TV, ar condicionado, iluminação e outros equipamentos a funcionar corretamente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
13. Usufrua de uma localização central	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14. Apresente um quarto agradável, limpo e confortável	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
15. O faça sentir como se estivesse em casa enquanto está hospedado(a)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
16. Possua um design interior contemporâneo	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
17. Execute o serviço conforme prometido	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
18. Proceda em conformidade com a política de confidencialidade (dados pessoais e financeiros)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
19. Transmita um sentimento de segurança durante a estadia	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
20. Possua capacidade para, em caso de falha, substituir o serviço ou o enviar para outro hotel	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
21. Tenha uma forte preocupação com a sua privacidade	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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C) Desempenho dos Colaboradores

O meu nível de serviço mínimo aceitável para um hotel

Os colaboradores do hotel devem... *

	1 (Baixo)	2	3	4	5	6	7 (Alto)
22. Tratá-lo como um amigo(a) e não como um mero cliente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
23. Ter conhecimentos para responder às suas questões	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
24. Entender os pedidos especiais	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
25. Ter capacidade de lidar com reclamações	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
26. Ter profissionalismo	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
27. Ser sempre educados	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
28. Estar sempre prontos para ajudar	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

D) Grau de Complexidade

O meu nível de serviço mínimo aceitável para um hotel

Indique até que ponto espera... *

	1 (Baixo)	2	3	4	5	6	7 (Alto)
29. Poder definir o processo de compra, ex: realizar uma reserva e depois o pagamento	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
30. Não ser obrigado a ter uma forte participação no serviço, aguardar apenas pela orientação do hotel	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
31. Receber a confirmação da reserva	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

32. Participar na especificação do serviço, ex: escolher se inclui ou não, e o tipo de pequeno almoço	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
33. Saber o que fazer ou onde ir quando entra no hotel	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
34. Que seja fácil alterar a reserva em caso de insatisfação com o serviço	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
35. Que o hotel tenha uma oferta flexível durante serviço	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
36. Que o hotel seja capaz de oferecer uma experiência única	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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E) Poder de Informação e Comunicação

O meu nível de serviço mínimo aceitável para um hotel

Indique até que ponto espera que o hotel... *

	1 (Baixo)	2	3	4	5	6	7 (Alto)
37. Informe sobre promoções especiais e serviços adicionais	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
38. Possua staff com competências linguísticas e de comunicação	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
39. Informe previamente as condições de compra e de cancelamento	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
40. Envie informações muito detalhadas antes da estadia	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
41. Explique claramente as várias parcelas na sua conta	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

F) Ambiente e Responsabilidade Social

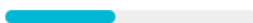
O meu nível de serviço mínimo aceitável para um hotel

Indique até que ponto espera que o hotel... *

	1 (Baixo)	2	3	4	5	6	7 (Alto)
42. Tenha uma localização tranquila	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
43. Utilize materiais (tintas, mobília, colchões e pavimentos) amigos do ambiente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
44. Utilize eficientemente a água	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
45. Elimine os resíduos através do sistema de reciclagem	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
46. Utilize produtos com rótulo "eco"	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
47. Disponibilize informação por escrito sobre a política ambiental utilizada	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
48. Garanta boas condições de trabalho para o staff	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
49. Se envolva de forma voluntária em projetos sociais	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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Parte 2: Dimensões Culturais

A cultura é um factor que influencia a formação das expectativas dos consumidores. Por favor indique o seu nível de concordância com as seguintes declarações.

G) Tempo

★

	1 (Passado)	2	3	4	5	6	7 (Futuro)
50. A atenção deve-se focar no passado (formas tradicionais) ou no futuro (a mudança criará melhorias a longo prazo)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	1 (Discordo totalmente)	2	3	4	5	6	7 (Concordo totalmente)
51. Estou confortável em fazer várias coisas ao mesmo tempo	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
52. Trabalho num projeto (tarefa) de cada vez	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

H) Espaço

★

	1 (Discordo totalmente)	2	3	4	5	6	7 (Concordo totalmente)
53. Quando ando de autocarro, espero que haja espaço suficiente para que as pessoas não se toquem	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

54. Numa entrevista de emprego, espero que quem entrevista esteja atrás de uma secretária	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
55. Num grupo de trabalho, espero que todas as pessoas ouçam o que eu estou a dizer sem ser necessário falar alto	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
56. Numa conferência espero que haja uma interação direta com os oradores, mas que os espaços estejam bem delimitados	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
57. Espero reconhecer facilmente os espaços e nunca me sentir perdido(a)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
58. Quando estou entre estranhos estou pouco relaxado(a)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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I) Natureza da Realidade e Contexto

*

	1 (Discordo totalmente)	2	3	4	5	6	7 (Concordo totalmente)
59. Para mim é muito importante sentir que faço parte de um grupo	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
60. A minha posição social é uma parte muito importante da minha vida	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
61. Ser capaz de trabalhar em harmonia com os outros é mais importante do que fazer um bom trabalho	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
62. Não é sensato sacrificar os meus interesses em benefício da organização (grupo) a que eu pertença	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
63. Tento antecipar e evitar situações que impliquem uma reflexão profunda	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
64. Os ouvintes devem ser capazes de entender o que um orador está a tentar expressar, mesmo quando o orador não diz tudo o que pretende comunicar	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
65. É mais importante transmitir uma mensagem com eficiência do que com grande detalhe	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

66. As pessoas entendem muitas coisas que não são ditas

☐☐☐☐☐☐☐

67. Quando procuro informações, a representação simbólica por exemplo com ícones é mais conveniente do que informações textuais detalhadas

☐☐☐☐☐☐☐

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J) Orientação à Natureza

*

1 (Discordo totalmente)

2

3

4

5

6

7 (Concordo totalmente)

68. As pessoas não devem tentar mudar os caminhos que as suas vidas estão destinadas a ter

☐☐☐☐☐☐☐

69. O bom desempenho provém de assumir o controlo das tarefas

☐☐☐☐☐☐☐

70. Todas as coisas vivas são iguais e merecem o mesmo cuidado e consideração

☐☐☐☐☐☐☐

71. Reclamo porque sinto que reclamar por uma melhoria na qualidade de serviço dá-me um sentimento de sucesso

☐☐☐☐☐☐☐

K) Actividade Humana

*

	1 (Orientação à ação)	2	3	4	5	6	7 (Orientação ao ser)
72. Eu prefiro fazer as coisas (orientação à ação), ou aproveitar a vida mesmo que eu não faça sempre muito bem as coisas (orientação ao ser)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	1 (Discordo totalmente)	2	3	4	5	6	7 (Concordo totalmente)
73. As pessoas devem ter tempo para aproveitar todos os aspectos da vida, mesmo que isso signifique não trabalhar	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

74. Mesmo que leve mais tempo, as decisões de negócios devem ser sempre tomadas com base em análises, e não na intuição	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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L) Natureza Humana

*

	1 (Mal)	2	3	4	5	6	7 (Bem)
75. A maioria das pessoas quando pode fazer alguma coisa errada e sair impune, normalmente faz (Mal) ou dificilmente o fará (Bem)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	1 (Discordo totalmente)	2	3	4	5	6	7 (Concordo totalmente)
76. Se os supervisores nem sempre verificarem quando os trabalhadores entram e saem, os trabalhadores provavelmente irão mentir sobre quantas horas trabalham	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
77. A natureza básica de qualquer pessoa pode mudar	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

M) Relações Humanas

★

	1 (Discordo totalmente)	2	3	4	5	6	7 (Concordo totalmente)
78. As pessoas têm tendência para pensar nelas primeiro antes de pensar nos outros	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
79. A sociedade funciona melhor quando as pessoas estão dispostas a realizar sacrifícios para o bem de todos	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
80. As pessoas que estão nos níveis mais baixos nas organizações deveriam dar seguimento aos pedidos das pessoas que estão nos níveis superiores sem questionar	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

81. Não faz reclamações na empresa ou na autoridade de defesa do consumidor, porque acha que isso atrapalha a ordem social	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
82. Depois de uma má experiência com um serviço, pensa que deveria informar os seus parentes e amigos sobre essa experiência e a empresa	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
83. Sentir-se-ia mais satisfeito(a) se um pedido formal de desculpas fosse efetuado por um membro do staff com uma posição mais elevada/estatuto	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
84. O mais importante na vida é pensar e agir de acordo com a sua consciência, mesmo que por vezes as tarefas fiquem por realizar	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
85. Se quer enriquecer, nem sempre pode agir honestamente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
86. Independentemente do contexto e da situação, devemos sempre comportar-nos da mesma forma	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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Parte 3: Informação Demográfica

87. Idade *

- ☐ 18 a 25
- ☐ 26 a 40
- ☐ 41 a 60
- ☐ Superior a 60 anos

88. Género *

- ☐ Feminino
- ☐ Masculino

89. País de residência *

A sua resposta

90. País de origem *

A sua resposta

91. País de origem da mãe *

A sua resposta

92. País de origem do pai *

A sua resposta

93. Habilitações Literárias *

- ☐ Básico
- ☐ Secundário
- ☐ Licenciatura
- ☐ Mestrado/Doutoramento

94. Rendimento anual líquido do agregado familiar *

- ☐ Muito abaixo da média do meu país
- ☐ Abaixo da média do meu país
- ☐ Média do meu país
- ☐ Acima da média do meu país
- ☐ Muito acima da média do meu país

95. Trabalha no sector do turismo/viagens? *

- ☐ Sim
- ☐ Não

96. Com que frequência fica hospedado num hotel? *

- ☐ Não fico hospedado em hotéis
- ☐ Uma vez por ano
- ☐ 2 a 3 vezes por ano
- ☐ Mais de 3 vezes por ano

97. Qual a categoria do hotel em que habitualmente fica hospedado(a)? *

- ☐ Não fico hospedado em hotéis
- ☐ 1 Estrela
- ☐ 2 Estrelas
- ☐ 3 Estrelas
- ☐ 4 Estrelas
- ☐ 5 Estrelas

98. Indique a universidade que frequenta atualmente *

A sua resposta

Agradecemos a sua colaboração.

ANTERIOR

SUBMITER

 Página 9 de 9

- Questionnaire – Brazilian Portuguese

Expectativas do Consumidor - Hotel

Caro(a) Sr. / Sra.,

Estamos realizando um trabalho de investigação e gostaríamos de conhecer suas expectativas, enquanto consumidor, em relação ao desempenho do serviço de hotel. Também gostaríamos de perceber se sua cultura influencia suas expectativas. As informações são confidenciais e não serão divulgadas a terceiros.

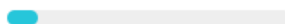
Não há respostas certas ou erradas. O objetivo principal é compreender quais são suas expectativas em relação a uma lista de atributos do serviço de hotel.

Para mais informações pode entrar em contacto para: 201300057@fep.up.pt (Mara Franco) ou up233177@g.uporto.pt (Raquel Meneses).

Agradecemos sua colaboração.



SEGUINTE



Página 1 de 9

Expectativas do Consumidor - Hotel

*Obrigatório

Parte 1: Expectativas

Tendo em conta a lista de atributos para o serviço de hotel abaixo elencada, indique qual seu nível de expectativas para obter o serviço adequado (nível de serviço mínimo aceitável para esse atributo): 1=Baixo; 7=Alto

A) Grau de Envolvimento do Cliente

O meu nível de serviço mínimo aceitável para um hotel

Indique até que ponto espera que o hotel... *

	1 (Baixo)	2	3	4	5	6	7 (Alto)
1. Possibilite a escolha do local de aquisição (ex: online, agência de viagens)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. Se identifique com sua forma de ser e de estar	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. Mantenha os funcionários do hotel em contato direto com você durante sua estadia	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. Construa um bom relacionamento com você ao invés de visar apenas o lucro	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. Entre em contato com você (após a estadia) através do programa de fidelização	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. Preste o serviço sem intervenção humana (apenas por máquinas)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. Preste um serviço consistente todos os dias durante a estadia	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

8. Disponibilize pacotes completos durante o processo de compra (ex: voo, hotel e transferes)

☐☐☐☐☐☐☐☐

9. Possibilite a aquisição de serviços adicionais (ex: upgrade de quarto, check-out tardio)

☐☐☐☐☐☐☐☐

B) Nível de Conveniência

O meu nível de serviço mínimo aceitável para um hotel

Indique até que ponto espera que o hotel... *

1 (Baixo) 2 3 4 5 6 7 (Alto)

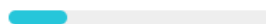
10. Apresente um horário estendido para o funcionamento dos serviços (24h por dia)

☐☐☐☐☐☐☐☐

11. Transmita confiança na solução de seus problemas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12. Possua TV, ar condicionado, iluminação e outros equipamentos funcionando corretamente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
13. Usufrua de uma localização central	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14. Apresente um quarto agradável, limpo e confortável	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
15. O faça sentir como se estivesse em casa enquanto está hospedado(a)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
16. Possua um design interior contemporâneo	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
17. Execute o serviço conforme prometido	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
18. Proceda em conformidade com a política de confidencialidade (dados pessoais e financeiros)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
19. Transmita um sentimento de segurança durante a estadia	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
20. Possua capacidade para, em caso de falha, substituir o serviço ou o enviar para outro hotel	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
21. Tenha uma forte preocupação com sua privacidade	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

ANTERIOR

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C) Desempenho dos Colaboradores

O meu nível de serviço mínimo aceitável para um hotel

Os colaboradores do hotel devem... *

	1 (Baixo)	2	3	4	5	6	7 (Alto)
22. Tratá-lo como um amigo(a) e não como um mero cliente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
23. Ter conhecimentos para responder às suas questões	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
24. Entender os pedidos especiais	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
25. Ter capacidade de lidar com reclamações	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
26. Ter profissionalismo	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
27. Ser sempre educados	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
28. Estar sempre prontos para ajudar	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

D) Grau de Complexidade

O meu nível de serviço mínimo aceitável para um hotel

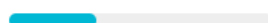
Indique até que ponto espera... *

	1 (Baixo)	2	3	4	5	6	7 (Alto)
29. Poder definir o processo de compra, ex: realizar uma reserva e depois o pagamento	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

30. Não ser obrigado a ter uma forte participação no serviço, aguardar apenas pela orientação do hotel	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
31. Receber a confirmação da reserva	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
32. Participar na especificação do serviço, ex: escolher se inclui ou não, e o tipo de café da manhã	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
33. Saber o que fazer ou onde ir quando entra no hotel	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
34. Que seja fácil alterar a reserva em caso de insatisfação com o serviço	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
35. Que o hotel tenha uma oferta flexível durante serviço	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
36. Que o hotel seja capaz de oferecer uma experiência única	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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Página 3 de 9

E) Poder de Informação e Comunicação

O meu nível de serviço mínimo aceitável para um hotel

Indique até que ponto espera que o hotel... *

	1 (Baixo)	2	3	4	5	6	7 (Alto)
37. Informe sobre promoções especiais e serviços adicionais	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
38. Possua colaboradores com competências linguísticas e de comunicação	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
39. Informe previamente as condições de compra e de cancelamento	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
40. Envie informações muito detalhadas antes da estadia	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
41. Explique claramente as várias parcelas em sua conta	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

F) Ambiente e Responsabilidade Social

O meu nível de serviço mínimo aceitável para um hotel

Indique até que ponto espera que o hotel... *

	1 (Baixo)	2	3	4	5	6	7 (Alto)
42. Tenha uma localização tranquila	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
43. Utilize materiais (tintas, mobília, colchões e estruturas) amigos do ambiente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

44. Utilize eficientemente a água	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
45. Elimine os resíduos através do sistema de reciclagem	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
46. Utilize produtos com rótulo "eco"	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
47. Disponibilize informação por escrito sobre a política ambiental utilizada	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
48. Garanta boas condições de trabalho para seus colaboradores	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
49. Se envolva de forma voluntária em projetos sociais	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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Parte 2: Dimensões Culturais

A cultura é um fator que influencia a formação das expectativas dos consumidores. Por favor indique o seu nível de concordância com as seguintes declarações.

G) Tempo

★

1 (Passado) 2 3 4 5 6 7 (Futuro)

50. A atenção deve-se focar no passado (formas tradicionais) ou no futuro (a mudança criará melhorias a longo prazo)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
----------------------------------------------------------------------------------------------------------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------

	1 (Discordo totalmente)	2	3	4	5	6	7 (Concordo totalmente)
51. Estou confortável em fazer várias coisas ao mesmo tempo	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
52. Trabalho num projeto (tarefa) de cada vez	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

H) Espaço

★

	1 (Discordo totalmente)	2	3	4	5	6	7 (Concordo totalmente)
53. Quando ando de ônibus, espero que haja espaço suficiente para que as pessoas não se toquem	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
54. Numa entrevista de emprego, espero que quem entrevista esteja atrás de uma mesa	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
55. Num grupo de trabalho, espero que todas as pessoas ouçam o que eu estou a dizer sem ser necessário falar alto	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
56. Numa conferência espero que haja uma interação direta com os oradores, mas que os espaços estejam bem delimitados	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

57. Espero reconhecer facilmente os espaços e nunca me sentir perdido(a)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
58. Quando estou entre estranhos estou pouco relaxado(a)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I) Natureza da Realidade e Contexto

★

	1 (Discordo totalmente)	2	3	4	5	6	7 (Concordo totalmente)
59. Para mim é muito importante sentir que faço parte de um grupo	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
60. A minha posição social é uma parte muito importante da minha vida	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
61. Ser capaz de trabalhar em harmonia com os outros é mais importante do que fazer um bom trabalho	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
62. Não é sensato sacrificar os meus interesses em benefício da organização (grupo) a que eu pertença	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

63. Tento antecipar e evitar situações que impliquem uma reflexão profunda	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
64. Os ouvintes devem ser capazes de entender o que um orador está tentando expressar, mesmo quando o orador não diz tudo o que pretende comunicar	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
65. É mais importante transmitir uma mensagem com eficiência do que com grande detalhe	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
66. As pessoas entendem muitas coisas que não são ditas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
67. Quando procuro informações, a representação simbólica por exemplo com ícones é mais conveniente do que informações textuais detalhadas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

J) Orientação à Natureza

★

	1 (Discordo totalmente)	2	3	4	5	6	7 (Concordo totalmente)
68. As pessoas não devem tentar mudar os caminhos que as suas vidas estão destinadas a ter	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
69. O bom desempenho provém de assumir o controle das tarefas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
70. Todas as coisas vivas são iguais e merecem o mesmo cuidado e consideração	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
71. Reclamo porque sinto que reclamar por uma melhoria na qualidade de um serviço me dá um sentimento de sucesso	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

K) Atividade Humana

★

	1 (Orientação à ação)	2	3	4	5	6	7 (Orientação ao ser)
72. Eu prefiro fazer as coisas (orientação à ação), ou aproveitar a vida mesmo que eu não faça sempre muito bem as coisas (orientação ao ser)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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7 (Concordo totalmente)

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○ ○ ○ ○ ○ ○ ○

○ ○ ○ ○ ○ ○ ○

71. Reclamo porque sinto que reclamar por uma melhoria na qualidade de um serviço me dá um sentimento de sucesso

☐☐☐☐☐☐☐

K) Atividade Humana

★

1 (Orientação à ação) 2 3 4 5 6 7 (Orientação ao ser)

72. Eu prefiro fazer as coisas (orientação à ação), ou aproveitar a vida mesmo que eu não faça sempre muito bem as coisas (orientação ao ser)

☐☐☐☐☐☐☐

1 (Discordo totalmente) 2 3 4 5 6 7 (Concordo totalmente)

73. As pessoas devem ter tempo para aproveitar todos os aspectos da vida, mesmo que isso signifique não trabalhar

☐☐☐☐☐☐☐

74. Mesmo que leve mais tempo, as decisões de negócios devem ser sempre tomadas com base em análises, e não na intuição

☐☐☐☐☐☐☐

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SEGUINTE

Página 7 de 9

	1 (Mal)	2	3	4	5	6	7 (Bem)
75. A maioria das pessoas quando pode fazer alguma coisa errada e sair impune, normalmente faz (Mal) ou dificilmente o fará (Bem)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

★

	1 (Discordo totalmente)	2	3	4	5	6	7 (Concordo totalmente)
76. Se os supervisores nem sempre verificarem quando os trabalhadores entram e saem, os trabalhadores provavelmente irão mentir sobre quantas horas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

77. A natureza básica de qualquer pessoa pode mudar	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
-----------------------------------------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------

M) Relações Humanas

★

	1 (Discordo totalmente)	2	3	4	5	6	7 (Concordo totalmente)
78. As pessoas têm tendência para pensar nelas primeiro antes de pensar nos outros	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
79. A sociedade funciona melhor quando as pessoas estão dispostas a realizar sacrifícios para o bem de todos	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

80. As pessoas que estão nos níveis mais baixos nas organizações deveriam dar seguimento aos pedidos das pessoas que estão nos níveis superiores sem questionar	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
81. Eu não faço reclamações na empresa ou na autoridade de defesa do consumidor, porque acho que isso atrapalha a ordem social	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
82. Depois de uma má experiência com um serviço, penso que deveria informar meus parentes e amigos sobre essa experiência e a empresa	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
83. Sinto-me mais satisfeito(a) se um pedido formal de desculpas fosse efetuado por um membro da empresa com uma posição mais elevada/status	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
84. O mais importante na vida é pensar e agir de acordo com a minha consciência, mesmo que por vezes as tarefas fiquem por realizar	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
85. Se queres enriquecer, nem sempre podes agir honestamente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
86. Independentemente do contexto e da situação, devemos sempre nos comportar da mesma forma	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

ANTERIOR

SEGUINTE



Página 8 de 9

Parte 3: Informação Demográfica

87. Idade *

- ☐ 18 a 25
- ☐ 26 a 40
- ☐ 41 a 60
- ☐ Superior a 60 anos

88. Gênero *

- ☐ Feminino
- ☐ Masculino

89. País de residência *

A sua resposta

90. País de origem *

A sua resposta

91. País de origem da mãe *

A sua resposta

92. País de origem do pai *

A sua resposta

93. Escolaridade *

- ☐ Fundamental
- ☐ Médio
- ☐ Graduação
- ☐ Mestrado/Doutorado

94. Rendimento anual líquido do agregado familiar *

- ☐ Muito abaixo da média do meu país
- ☐ Abaixo da média do meu país
- ☐ Média do meu país
- ☐ Acima da média do meu país
- ☐ Muito acima da média do meu país

95. Trabalha no setor do turismo/viagens? *

- ☐ Sim
- ☐ Não

96. Com que frequência fica hospedado em hotel? *

- ☐ Não fico hospedado em hotéis
- ☐ Uma vez por ano
- ☐ 2 a 3 vezes por ano
- ☐ Mais de 3 vezes por ano

97. Qual a categoria do hotel em que habitualmente fica hospedado? *

- ☐ Não fico hospedado em hotéis
- ☐ 1 Estrela
- ☐ 2 Estrelas
- ☐ 3 Estrelas
- ☐ 4 Estrelas
- ☐ 5 Estrelas

98. Indique a universidade que frequenta atualmente *

A sua resposta _____

Agradecemos a sua colaboração.

ANTERIOR

SUBMITER

Página 9 de 9

- Questionnaire – Spanish

Expectativas del Consumidor - Hotel

Estimado(a) Sr. / Sra.

Estamos realizando un trabajo de investigación y nos gustaría conocer sus expectativas, como consumidor, en relación al desempeño del servicio de hotel. También nos gustaría ver si su cultura influye en sus expectativas. La información es confidencial y no se divulgará a terceros. No hay respuestas correctas o incorrectas. El objetivo principal es comprender cuáles son sus expectativas en relación a una lista de atributos del servicio de hotel.

Si requiere más información, puede ponerse en contacto con: 201300057@fep.up.pt (Mara Franco) o up233177@g.uporto.pt (Raquel Meneses).

Agradecemos su ayuda.



SEGUINTE

Página 1 de 9

Expectativas del Consumidor - Hotel

*Obrigatório

Parte 1: Expectativas

Teniendo en cuenta la lista de atributos para el servicio de hotel que le presentamos, indique cuál es su nivel de expectativas para obtener el servicio adecuado (nivel de servicio mínimo aceptable para ese atributo): 1 = Bajo; 7 = Alto

A) Grado de Participación del Cliente

Mi nivel de servicio mínimo aceptable para un hotel

Indique hasta qué punto espera que el hotel... *

1 (Bajo) 2 3 4 5 6 7 (Alto)

1. Le ayude a elegir el lugar de adquisición (por ejemplo, agencia de viajes, servicios de excursiones, restauración, etc)

☐ ☐ ☐ ☐ ☐ ☐ ☐

2. Se identifique con su forma de ser y de estar	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. Mantenga al personal en continuo contacto con usted durante la estancia	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. Construya una buena relación con usted en lugar de pensar en el beneficio	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. Se ponga en contacto con usted (después de la estancia) a través del programa de fidelización	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. Preste el servicio sin intervención humana (sólo a través de máquinas, robots o señalética)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. Preste un servicio constante durante todos los días de la estancia	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. Disponga paquetes completos durante el proceso de compra (por ejemplo, vuelo, hotel y transferencias)Disponga paquetes completos durante el proceso de compra (por ejemplo, vuelo, hotel y transferencias)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. Posibilite la adquisición de servicios adicionales (por ejemplo, actualización de habitación, check-out tardío)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

B) Nivel de Comodidad

Mi nivel de servicio mínimo aceptable para un hotel

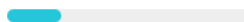
Indique hasta qué punto espera que el hotel... *

	1 (Bajo)	2	3	4	5	6	7 (Alto)
10. Le ofrezca un horario ampliado para el funcionamiento de los servicios (24 horas al día)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11. Transmita confianza en el tratamiento de sus problemas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

12. Posee TV, aire acondicionado, iluminación y otros equipos que funcionan correctamente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
13. Disfrute de una ubicación céntrica	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14. Presentar una habitación agradable, limpia y cómoda	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
15. Lo hace sentir como si estuviera en casa mientras está alojado(a)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
16. Dispone de un diseño interior contemporáneo	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
17. Ejecute el servicio según lo prometido	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
18. Proceda de acuerdo con la política de confidencialidad (datos personales y financieros)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
19. Transmita una sensación de seguridad durante la estancia	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
20. Tenga capacidad para, en caso de fallo, sustituir el servicio o enviarlo a otro hotel	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
21. Tenga una fuerte preocupación por su privacidad	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

ANTERIOR

SEGUINTE



Página 2 de 9

C) Rendimiento del Personal

Mi nivel de servicio mínimo aceptable para un hotel

Indique hasta que punto los empleados del hotel... *

	1 (Bajo)	2	3	4	5	6	7 (Alto)
22. Le traten como un amigo(a) y no como un mero cliente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
23. Tengan conocimientos para responder a sus preguntas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
24. Entiendan las solicitudes especiales	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
25. Tengan capacidad para manejar reclamaciones	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
26. Respondan siempre a con profesionalidad	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
27. Sean siempre educados	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
28. Estén siempre dispuestos a ayudarle	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

D) Grado de Complejidad

Mi nivel de servicio mínimo aceptable para un hotel

Indicar hasta qué punto espera... *

	1 (Bajo)	2	3	4	5	6	7 (Alto)
29. Poder definir el proceso de compra, por ejemplo: realizar una reserva y luego el pago	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

30. No estar obligado a tener una fuerte participación en el servicio, esperar sólo por la orientación del hotel	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
31. Recibir la confirmación de la reserva	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
32. Participar en la especificación del servicio, por ejemplo, elegir si incluye o no, y el tipo de desayuno	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
33. Saber qué hacer o dónde ir cuando entra en el hotel	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
34. Que sea fácil cambiar la reserva en caso de insatisfacción con el servicio	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
35. Que el hotel tenga una oferta flexible durante el servicio	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
36. Que el hotel sea capaz de ofrecer una experiencia única	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

ANTERIOR

SEGUINTE

 Página 3 de 9

E) Poder de Información y Comunicación

Mi nivel de servicio mínimo aceptable para un hotel

Indique hasta qué punto espera que el hotel... *

	1 (Bajo)	2	3	4	5	6	7 (Alto)
37. Informe sobre promociones especiales y servicios adicionales	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
38. Posea personal con competencias lingüísticas y de comunicación	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
39. Informe previamente las condiciones de compra y de cancelación	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
40. Envíe datos detallados antes de la estancia	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
41. Explique claramente las distintas partidas en su cuenta	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

F) Medio Ambiente y Responsabilidad Social

Mi nivel de servicio mínimo aceptable para un hotel

Indique hasta qué punto espera que el hotel... *

	1 (Bajo)	2	3	4	5	6	7 (Alto)
42. Tenga una ubicación tranquila	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
43. Utilice materiales (tintas, muebles, colchones y suelos) reciclables y sostenibles	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
44. Utilice eficientemente el agua	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

45. Elimine los residuos a través del sistema de reciclaje	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
46. Utilice productos con etiqueta 'eco'	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
47. Proporcione información por escrito sobre la política medioambiental utilizada	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
48. Garantice buenas condiciones de trabajo para el personal	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
49. Se involucre de forma voluntaria en proyectos sociales	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

ANTERIOR

SEGUINTE



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Parte 2: Dimensiones Culturales

La cultura es un factor que influye en la formación de las expectativas de los consumidores. Por favor, indique su nivel de concordancia con las siguientes declaraciones.

G) Tiempo

*

1 (Pasado) 2 3 4 5 6 7 (Futuro)

50. La atención se debe focalizar hacia el pasado (formas tradicionales) o hacia el futuro (el cambio creará mejoras a largo plazo)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
-------------------------------------------------------------------------------------------------------------------------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------

	1 (Totalmente en desacuerdo)	2	3	4	5	6	7 (Conuerdo totalmente)
51. Estoy cómodo de hacer varias cosas al mismo tiempo	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
52. Trabajo en un proyecto (tarea) a la vez.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

H) Espacio

*

	1 (Totalmente en desacuerdo)	2	3	4	5	6	7 (Conuerdo totalmente)
53. Cuando viajo en autobús, espero que haya espacio suficiente para que las personas no se toquen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
54. En una entrevista de trabajo, espero que quien entrevista esté detrás de una mesa	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

55. En un grupo de trabajo, espero que todas las personas escuchen lo que estoy diciendo sin necesidad de hablar alto	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
56. En una conferencia espero que se produzca interacción con los oradores, pero que los espacios queden bien delimitados	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
57. Espero reconocer fácilmente los espacios y nunca sentirme perdido(a)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
58. Cuando estoy entre extraños, me siento menos relajado(a)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I) Naturaleza de la Realidad y el Contexto

*

	1 (Totalmente en desacuerdo)	2	3	4	5	6	7 (Concuerdo totalmente)
59. Para mí es muy importante sentir que forma parte de un grupo	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
60. Mi posición social es una parte muy importante de mi vida	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
61. Ser capaz de trabajar en armonía con los demás es más importante que hacer un buen trabajo	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
62. No es razonable sacrificar mis intereses en beneficio de la organización (grupo) a la que pertenezco	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

63. Intento anticipar y evitar situaciones que impliquen una reflexión profunda	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
64. Los oyentes deben ser capaces de entender lo que un orador está tratando de expresar, incluso cuando el orador no dice todo lo que desea comunicar	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
65. Es más importante transmitir un mensaje con eficiencia que con gran detalle	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
66. La gente entiende muchas cosas que no se explicitan	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
67. Cuando busco información, la representación simbólica, por ejemplo mediante iconos, es más conveniente que la información textual detallada	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

J) Orientación a la Naturaleza

★

	1 (Totalmente en desacuerdo)	2	3	4	5	6	7 (Concuerdo totalmente)
68. La gente no debe intentar cambiar los caminos que sus vidas están destinadas a tener	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
69. El buen rendimiento proviene de asumir el control de las tareas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
70. Todas las cosas vivas son iguales y merecen el mismo cuidado y consideración	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
71. Reclamo porque siento que reclamar por una mejora en la calidad de servicio me da un sentimiento de éxito	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

K) Actividad Humana

★

	1 (Orientación a la acción)	2	3	4	5	6	7 (Orientación al ser)
72. Yo prefiero hacer siempre bien las cosas (orientación a la acción), en vez de aprovechar la vida sin tanta perfección (orientación al ser)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	1 (Totalmente en desacuerdo)	2	3	4	5	6	7 (Concuerdo totalmente)
73. Las personas deben tener tiempo para aprovechar todos los aspectos de la vida, aunque eso signifique no trabajar	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
74. Aunque me tome más tiempo al actuar, las decisiones en los negocios deben responder siempre al análisis y no sólo a la intuición	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

ANTERIOR

SEGUINTE

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L) Naturaleza Humana

★

	1 (Mal)	2	3	4	5	6	7 (Alto)
75. La mayoría de la gente cuando puede hacer algo mal y salir impune, normalmente lo hace (Mal); en el caso contrario, no actúa (Bueno)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

★

	1 (Totalmente en desacuerdo)	2	3	4	5	6	7 (Concuerdo totalmente)
76. Si los encargados no controlan los horarios de los trabajadores, los trabajadores probablemente van a mentir sobre cuántas horas trabajan	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

77. La naturaleza básica de cualquier persona puede cambiar

☐ ☐ ☐ ☐ ☐ ☐ ☐

M) Relaciones Humanas

★

1
(Totalmente en desacuerdo)

2

3

4

5

6

7
(Conuerdo totalmente)

78. La gente tiende a pensar en sí mismo antes que en los demás

☐ ☐ ☐ ☐ ☐ ☐ ☐

79. La sociedad funciona mejor cuando la gente está dispuesta a realizar sacrificios para el bien común

☐ ☐ ☐ ☐ ☐ ☐ ☐

80. Las personas que ocupan los niveles más bajos en las organizaciones deberían seguir a pie juntillas las indicaciones de las que se encuentran en los superiores sin cuestionar

☐ ☐ ☐ ☐ ☐ ☐ ☐

81. No presento quejas ni en la empresa ni ante las autoridades de defensa del consumidor, porque creo que eso obstaculiza el orden social

☐ ☐ ☐ ☐ ☐ ☐ ☐

82. Después de una mala experiencia con un servicio, creo que debería informar a mis parientes y amigos sobre esta experiencia y la empresa

☐ ☐ ☐ ☐ ☐ ☐ ☐

83. Me sentiría más satisfecho si, cuando algo ha salido mal, recibiera una petición formal de excusas por parte de un responsable destacado de la organización

☐ ☐ ☐ ☐ ☐ ☐ ☐

84. Lo más importante en la vida es pensar y actuar de acuerdo con mi conciencia, aunque a veces las tareas queden por realizar	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
85. Si quieres enriquecerte, no siempre puedes actuar honestamente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
86. Independientemente del contexto y de la situación, siempre debemos comportarnos de la misma manera	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Parte 3: Información Demográfica

87. Edad *

- ☐ 18 a 25
- ☐ 26 a 40
- ☐ 41 a 60
- ☐ Superior a 60 años

88. Género *

- ☐ Femenino
- ☐ Masculino

89. País de residencia *

A sua resposta

90. País de origen *

A sua resposta

91. País de origen de la madre *

A sua resposta

92. País de origen del padre *

A sua resposta

93. Educación *

- ☐ Primaria
- ☐ Secundaria
- ☐ Licenciatura
- ☐ Máster/Doctorado

94. Ingresos anuales netos *

- ☐ Muy por debajo de la media de mi país
- ☐ Por debajo de la media de mi país
- ☐ Media de mi país
- ☐ Por encima de la media de mi país
- ☐ Muy por encima de la media de mi país

95. Trabaja en el sector del turismo/viajes? *

- ☐ Sí
- ☐ No

96. Con qué frecuencia se hospeda en un hotel? *

- ☐ No me alojo en hoteles
- ☐ Una vez al año
- ☐ 2 a 3 veces al año
- ☐ Más de 3 veces al año

97. Cuál es la categoría del hotel en que habitualmente se hospeda? *

- ☐ No me alojo en hoteles
- ☐ 1 Estrella
- ☐ 2 Estrellas
- ☐ 3 Estrellas
- ☐ 4 Estrellas
- ☐ 5 Estrellas

98. Indique la universidad que frecuenta actualmente *

A sua resposta

Agradecemos su ayuda.

ANTERIOR

SUBMITER

Página 9 de 9

- Questionnaire – Latin American Spanish

Expectativas del Consumidor - Hotel

Estimado(a) Sr. / Sra.

Estamos realizando un trabajo de investigación y nos gustaría conocer sus expectativas como consumidor en relación al desempeño del servicio del hotel. También nos gustaría ver si su cultura influye en sus expectativas. La información es confidencial y no se divulgará a terceros. No hay respuestas correctas o incorrectas. El objetivo principal es comprender cuáles son sus expectativas en relación a una lista de atributos del servicio de hotel.

Si requiere más información, puede ponerse en contacto con: 201300057@fep.up.pt (Mara Franco) o up233177@g.uporto.pt (Raquel Meneses).

Agradecemos su ayuda.



SEGUIENTE

Página 1 de 9

Expectativas del Consumidor - Hotel

*Obrigatório

Parte 1: Expectativas

Teniendo en cuenta la lista de atributos para el servicio de hotel que le presentamos, indique cuál es su nivel de expectativas para obtener el servicio adecuado (nivel de servicio mínimo aceptable para ese atributo): 1 = Bajo; 7 = Alta

A) Grado de Participación del Cliente

Mi nivel de servicio mínimo aceptable para un hotel

Indique hasta qué punto espera que el hotel... *

1 (Bajo) 2 3 4 5 6 7 (Alto)

1. Le ayude a elegir el lugar de adquisición (por ejemplo, agencia de viajes, servicios de excursiones, restauración, etc))



2. Se identifique con su forma de ser y de estar	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. Mantenga al personal en continuo contacto con usted durante la estancia	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. Construya una buena relación con usted en lugar de pensar solo en su beneficio	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. Se ponga en contacto con usted (después de la estancia) a través del programa de fidelización	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. Preste el servicio sin intervención humana (sólo a través de máquinas, robots o señalética)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. Preste un servicio constante durante todos los días de la estancia	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. Disponga de paquetes completos durante el proceso de compra (por ejemplo, vuelo, hotel y transferencias)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. Posibilite la adquisición de servicios adicionales (por ejemplo, actualización de habitación, check-out tardío)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

B) Nivel de Comodidad

Mi nivel de servicio mínimo aceptable para un hotel

Indique hasta qué punto espera que el hotel... *

	1 (Bajo)	2	3	4	5	6	7 (Alto)
10. Le ofrezca un horario ampliado para el funcionamiento de los servicios (24 horas al día)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11. Transmita confianza en el tratamiento de sus problemas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12. Posea TV, aire acondicionado, iluminación y otros equipos que funcionan correctamente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
13. Tenga una ubicación céntrica	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14. Presente una habitación agradable, limpia y cómoda	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
15. Lo haga sentir como si estuviera en casa mientras está alojado(a)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
16. Disponga de un diseño interior contemporáneo	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
17. Ejecute el servicio según lo prometido	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
18. Proceda de acuerdo con la política de confidencialidad (datos personales y financieros)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
19. Transmita una sensación de seguridad durante la estancia	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
20. Tenga capacidad para, en caso de fallo, sustituir el servicio o enviarlo a otro hotel	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

21. Tenga una fuerte preocupación por su privacidad

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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C) Rendimiento del Personal

Mi nivel de servicio mínimo aceptable para un hotel

Los empleados del hotel... *

	1 (Bajo)	2	3	4	5	6	7 (Alto)
22. Lo traten como un amigo(a) y no como un mero cliente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
23. Tengan conocimientos para responder a sus preguntas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
24. Entiendan las solicitudes especiales	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
25. Tengan capacidad para manejar reclamaciones	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
26. Respondan siempre a con profesionalidad	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
27. Sean siempre educados	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

28. Esten siempre dispuestos a ayudarlo	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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D) Grado de Complejidad

Mi nivel de servicio mínimo aceptable para un hotel

Indicar hasta qué punto espera... *

	1 (Bajo)	2	3	4	5	6	7 (Alto)
29. Poder cerrar el proceso de compra, por ejemplo: realizar una reserva y luego el pago	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
30. No estar obligado a tener una fuerte participación en el servicio, esperar sólo por la orientación del hotel	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
31. Recibir la confirmación de la reserva	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
32. Participar en la especificación del servicio, por ejemplo, elegir si incluye o no el desayuno, y el tipo	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
33. Saber qué hacer o dónde ir cuando entra en el hotel	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
34. Que sea fácil cambiar la reserva en caso de insatisfacción con el servicio	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
35. Que el hotel tenga una oferta flexible durante el servicio	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
36. Que el hotel sea capaz de ofrecer una experiencia única	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

E) Poder de Información y Comunicación

Mi nivel de servicio mínimo aceptable para un hotel

Indique hasta qué punto espera que el hotel... *

	1 (Bajo)	2	3	4	5	6	7 (Alto)
37. Informe sobre promociones especiales y servicios adicionales	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
38. Posea personal con competencias lingüísticas y de comunicación	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
39. Informe previamente las condiciones de compra y de cancelación	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
40. Envíe datos detallados antes de la estancia	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
41. Explique claramente los distintos cargos en su cuenta	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

F) Medio Ambiente y Responsabilidad Social

Mi nivel de servicio mínimo aceptable para un hotel

Indique hasta qué punto espera que el hotel... *

	1 (Bajo)	2	3	4	5	6	7 (Alto)
42. Tenga una ubicación tranquila	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
43. Utilice materiales (tintas, muebles, colchones y suelos) reciclables y sostenibles	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
44. Utilice eficientemente el agua	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

45. Elimine los residuos a través del sistema de reciclaje	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
46. Utilice productos con etiqueta "eco"	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
47. Proporcione información por escrito sobre la política medioambiental utilizada	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
48. Garantice buenas condiciones de trabajo para el personal	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
49. Se involucre de forma voluntaria en proyectos sociales	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

ANTERIOR

SEGUINTE

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Parte 2: Dimensiones Culturales

La cultura es un factor que influye en la formación de las expectativas de los consumidores. Por favor, indique su nivel de concordancia con las siguientes declaraciones.

G) Tiempo

★

1 (Pasado) 2 3 4 5 6 7 (Futuro)

50. La atención se debe focalizar hacia el pasado (formas tradicionales) o hacia el futuro (el cambio creará mejoras a largo plazo)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
-------------------------------------------------------------------------------------------------------------------------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------

1 (Totalmente en desacuerdo) 2 3 4 5 6 7 (Conuerdo totalmente)

51. Estoy cómodo de hacer varias cosas al mismo tiempo	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
52. Trabajo en un proyecto (tarea) a la vez	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

H) Espacio

★

	1 (Totalmente en desacuerdo)	2	3	4	5	6	7 (Conuerdo totalmente)
53. Cuando viajo en autobús, espero que haya espacio suficiente para que las personas no se toquen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
54. En una entrevista de trabajo, espero que quien entrevista esté detrás de una mesa	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
55. En un grupo de trabajo, espero que todas las personas escuchen lo que estoy diciendo sin necesidad de hablar alto	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
56. En una conferencia espero que haya una interacción directa con los oradores, pero que los espacios estén bien delimitados	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
57. Espero reconocer fácilmente los espacios y nunca sentirme perdido(a)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
58. Cuando estoy entre extraños, me siento menos relajado(a)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I) Naturaleza de la Realidad y el Contexto

★

	1 (Totalmente en desacuerdo)	2	3	4	5	6	7 (Concuerdo totalmente)
59. Para mí es muy importante sentir que formo parte de un grupo	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
60. Mi posición social es una parte muy importante de mi vida	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
61. Ser capaz de trabajar en armonía con los demás es más importante que hacer un buen trabajo	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
62. No es razonable sacrificar mis intereses en beneficio de la organización (grupo) a la que pertenezco	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
63. Intento anticipar y evitar situaciones que impliquen una reflexión profunda	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
64. Los oyentes deben ser capaces de entender lo que un orador está tratando de expresar, incluso cuando el orador no dice todo lo que desea comunicar	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
65. Es más importante transmitir un mensaje con eficiencia que con gran detalle	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
66. La gente entiende muchas cosas que no se explicitan	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

67. Cuando busco información, la representación simbólica, por ejemplo mediante iconos, es más conveniente que la información textual detallada

☐ ☐ ☐ ☐ ☐ ☐ ☐

J) Orientación a la Naturaleza

★

	1 (Totalmente en desacuerdo)	2	3	4	5	6	7 (Conuerdo totalmente)
68. La gente no debe intentar cambiar los caminos que sus vidas están destinadas a tener	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
69. El buen rendimiento proviene de asumir el control de las tareas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
70. Todas las cosas vivas son iguales y merecen el mismo cuidado y consideración	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

71. Reclamo porque siento que reclamar por una mejora en la calidad de servicio me da un sentimiento de éxito

☐ ☐ ☐ ☐ ☐ ☐ ☐

K) Actividad Humana

★

	1 (Orientación a la acción)	2	3	4	5	6	7 (Orientación al ser)
72. Yo prefiero hacer las cosas (orientación a la acción), o aprovechar la vida aunque no haga siempre muy bien las cosas (orientación al ser)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	1 (Totalmente en desacuerdo)	2	3	4	5	6	7 (Conuerdo totalmente)
73. Las personas deben tener tiempo para aprovechar todos los aspectos de la vida, aunque eso signifique no trabajar	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
74. Aunque tome más tiempo, las decisiones de negocios deben ser tomadas siempre sobre la base de análisis, no en la intuición	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

ANTERIOR

SEGUINTE



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L) Naturaleza Humana

*

	1 (Mal)	2	3	4	5	6	7 (Bueno)
75. La mayoría de la gente cuando puede hacer algo mal y salir impune, normalmente hace (Mal) o difícilmente lo hará (Bueno)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
desacuerdo)							totalmente)
76. Si los supervisores no siempre comprueban cuando los trabajadores entran y salen, los trabajadores probablemente van a mentir sobre cuántas horas trabajan	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
77. La naturaleza básica de cualquier persona puede cambiar	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

M) Relaciones Humanas

*

	1 (Totalmente en desacuerdo)	2	3	4	5	6	7 (Conuerdo totalmente)
78. La gente tiende a pensar en ellas primero antes de pensar en los demás	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

79. La sociedad funciona mejor cuando la gente está dispuesta a realizar sacrificios para el bien de todos	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
80. Las personas que están en los niveles más bajos en las organizaciones deberían dar seguimiento a las peticiones de las personas que están en los niveles superiores sin cuestionar	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
81. No hago quejas en la empresa o en la autoridad de defensa del consumidor, porque creo que eso obstaculiza el orden social	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
82. Después de una mala experiencia con un servicio, creo que debería informar a mis parientes y amigos sobre esta experiencia y a la empresa	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
83. Me sentiría más satisfecho si un pedido formal de disculpas fuera efectuado por un miembro del staff con una posición más elevada/estatuto	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
84. Lo más importante en la vida es pensar y actuar de acuerdo con mi conciencia, aunque a veces las tareas queden por realizar	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
85. Si quieres enriquecerte, no siempre puedes actuar honestamente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
86. Independientemente del contexto y de la situación, siempre debemos comportarnos de la misma manera	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

ANTERIOR

SEGUINTE



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Parte 3: Informação Demográfica

87. Edad *

- ☐ 18 a 25
- ☐ 26 a 40
- ☐ 41 a 60
- ☐ Superior a 60 años

88. Género *

- ☐ Femenino
- ☐ Masculino

89. País de residencia *

A sua resposta

90. País de nacimiento *

A sua resposta

91. País de origen de la madre *

A sua resposta

92. País de origen del padre *

A sua resposta

93. Educación *

- ☐ Primaria
- ☐ Secundaria
- ☐ Licenciatura ou Grado
- ☐ Máster/Doctorado

94. Ingreso anual neto del hogar *

- ☐ Muy por debajo de la media de mi país
- ☐ Por debajo de la media de mi país
- ☐ Media de mi país
- ☐ Por encima de la media de mi país
- ☐ Muy por encima de la media de mi país

95. Trabaja en el sector del turismo/viajes? *

- ☐ Sí
- ☐ No

96. Con qué frecuencia se hospeda en un hotel? *

- ☐ No me alojo en hoteles
- ☐ Una vez al año
- ☐ 2 a 3 veces al año
- ☐ Más de 3 veces al año

97. Cuál es la categoría del hotel en que habitualmente se hospeda? *

- ☐ No me alojo en hoteles
- ☐ 1 Estrella
- ☐ 2 Estrellas
- ☐ 3 Estrellas
- ☐ 4 Estrellas
- ☐ 5 Estrellas

98. Indique la universidad que frecuenta actualmente *

A sua resposta

Agradecemos su ayuda.

ANTERIOR

SUBMITER

Página 9 de 9

- Questionnaire – French

Attentes des Consommateurs - Hôtel

Cher Monsieur / Madame,

Nous effectuons des travaux de recherche et aimerions connaître vos attentes, en tant que consommateur, en ce qui concerne la performance des services hôteliers. Nous aimerions aussi voir si votre culture influence vos attentes. Les informations sont confidentielles et ne seront pas divulguées à des tiers.

Il n'y a pas de bonnes ou de mauvaises réponses. L'objectif principal est de comprendre quelles sont vos attentes par rapport à une liste d'caractéristiques du service de l'hôtel.

Pour plus d'informations, vous pouvez contacter pour: 201300057@fep.up.pt (Mara Franco) ou up233177@g.uporto.pt (Raquel Meneses).

Nous vous remercions pour votre aide.



SEGUINTE

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Attentes des Consommateurs - Hôtel

*Obrigatório

Partie 1: Attentes

Prennant en compte la liste des attributs du service hôtelier ci-dessous, veuillez indiquer votre niveau d'attentes pour l'obtention du service approprié (niveau de service minimum acceptable pour cette caractéristique): 1 = Faible; 7 = Élevé

A) Degré d'implication des clients

Mon niveau de service minimum acceptable pour un hôtel

Veuillez indiquer à quel point vous espérez que l'hôtel... *

1 (Faible) 2 3 4 5 6 7 (Élevé)

1. Vous permette
de choisir le lieu
d'achat (ex: en
ligne, agence de
voyages)

☐☐☐☐☐☐☐

2. S'identifie avec votre façon d'être	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. Ait un staff qui soit en contact permanent avec vous pendant votre séjour	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. Développe une relation proche avec vous, au lieu de penser uniquement au profit	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. Vous contacte (suite au votre séjour) par le biais du programme de fidélité	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. Fournisse un service sans intervention humaine (uniquement par des machines)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. Fournisse un service régulier pendant chaque journée de votre séjour	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. Mette à votre disposition des forfaits complets disponibles pendant le processus d'achat (par exemple vol, hôtel et transferts)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. Permette l'achat de services supplémentaires (ex: surclassement, départ tardif)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

B) Niveau de Commodité

Mon niveau de service minimum acceptable pour un hôtel

Veuillez indiquer à quel point vous espérez que l'hôtel... *

	1 (Faible)	2	3	4	5	6	7 (Élevé)
10. Présente un horaire prolongé pour l'exploitation des services (24 heures par jour)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11. Vous transmette un sentiment de confiance dans le traitement de vos problèmes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12. Soit équipé de TV, climatisation, éclairage et autres équipements fonctionnant correctement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
13. Dispose d'une localisation centrale	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14. Présente une chambre agréable, propre et confortable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
15. Vous fasse sentir comme si vous étiez chez vous pendant votre séjour	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
16. Soit doté d'un design d'intérieur contemporain	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
17. Exécute le service de la manière accordée	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
18. Agisse en conformité avec la politique de confidentialité (données personnelles et financières)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

19. Vous transmettez un sentiment de sécurité pendant votre séjour	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
20. Ait la capacité, en cas d'échec, de remplacer le service ou de réorienter vers un autre hôtel	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
21. Demontre faire preuve d'attention pour votre vie privée	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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C) Performance des Employés

Mon niveau de service minimum acceptable pour un hôtel

Selon vous, le personnel de l'hôtel devra... *

	1 (Faible)	2	3	4	5	6	7 (Élevé)
22. Vous traiter comme un ami et pas comme un simple client	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
23. Avoir des connaissances permettant de répondre à vos questions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
24. Comprendre les demandes spéciales	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
25. Être capable de gérer les plaintes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
26. Être professionnel	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

27. Être toujours poli	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
28. Être toujours prêt à aider	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

D) Degré de Complexité

Mon niveau de service minimum acceptable pour un hôtel

Veuillez indiquer à quel point vous espèrez... *

	1 (Faible)	2	3	4	5	6	7 (Élevé)
29. Être en mesure de définir le processus d'achat, par exemple: faire une réservation, puis le paiement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
30. Ne pas être obligé d'avoir une forte participation lors du service, attendre simplement l'orientation de l'hôtel	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
31. Recevoir une confirmation de réservation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
32. Participer à la spécification de service, exemple: choisir d'inclure ou non, et le type de petit-déjeuner	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
33. Savoir quoi faire ou où aller quand vous entrez dans l'hôtel	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
34. Soit capable de modifier facilement la réservation en cas d'insatisfaction avec le service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

35. Que l'hôtel ait une offre flexible pendant le service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
36. Que l'hôtel soit capable d'offrir une expérience unique	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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E) Pouvoir d'information et de communication

Mon niveau de service minimum acceptable pour un hôtel

Veuillez indiquer à quel point vous espérez que l'hôtel... *

	1 (Faible)	2	3	4	5	6	7 (Élevé)
37. Vous informe des promotions spéciales et des services supplémentaires	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
38. Ait un personnel doté de compétences linguistiques et de communication	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
39. Vous informer à l'avance les conditions d'achat et d'annulation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
40. Vous envoie des informations très détaillées avant votre séjour	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

41. Vous explique clairement les diverses tranches de votre compte	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
--------------------------------------------------------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------

F) Environnement et Responsabilité Sociale

Mon niveau de service minimum acceptable pour un hôtel

Veuillez indiquer à quel point vous espérez que l'hôtel... *

	1 (Faible)	2	3	4	5	6	7 (Élevé)
42. Se situe dans un endroit calme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
43. Utilise des matériaux écologiques (peinture, meubles, matelas et terrasses)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
44. Utilise efficacement l'eau	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
45. Élimine les déchets par le biais du système de recyclage	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
46. Utilise des produits étiquetés "eco"	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
47. Fournisse des informations écrites sur la politique environnementale utilisée	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
48. Assure de bonnes conditions de travail pour le personnel	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
49. S'implique volontairement dans des projets sociaux	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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Partie 2: Dimensions Culturelles

La culture est un facteur qui influence la formation des attentes des consommateurs. Veuillez indiquer votre niveau d'accord avec les affirmations suivantes.

G) Temps

*

	1 (Passé)	2	3	4	5	6	7 (Futur)
50. L'attention devrait se concentrer sur le passé (formes traditionnelles) ou l'avenir (le changement créera des améliorations à long terme)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	1 (Totalement en désaccord)	2	3	4	5	6	7 (Totalement d'accord)
51. Je suis à l'aise lorsque je fais plusieurs choses à la fois	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
52. Je travaille sur un projet (tâche) à la fois	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

H) Espace

*

	1 (Totalement en désaccord)	2	3	4	5	6	7 (Totalement d'accord)
53. Quand je prends l'autobus, j'espère qu'il y ait assez d'espace pour que les personnes ne se touchent pas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
54. Lors d'un entretien d'embauche, j'espère que les intervieweurs soient derrière un bureau	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
55. Dans un groupe de travail, j'espère que tout le monde entendra ce que je dis sans être bruyant	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
56. Lors d'une conférence j'espère qu'il y a une interaction directe avec les intervenants, mais que les espaces soient bien délimités	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
57. J'espère pouvoir facilement reconnaître les lieux et ne jamais me sentir perdu	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
58. Quand je suis entre des inconnus, je suis moins détendu	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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I) Nature de la Réalité et du Contexte

*

	1 (Totalement en désaccord)	2	3	4	5	6	7 (Totalement d'accord)
59. Pour moi, il est très important de sentir que je fais partie d'un groupe	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
60. Ma position sociale est une partie très importante de ma vie	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
61. Être capable de travailler en harmonie avec les autres est plus important que de faire un bon travail	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
62. Il n'est pas sage de sacrifier mes intérêts au profit de l'organisation (groupe) à laquelle j'appartiens	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
63. J'essaie d'anticiper et d'éviter les situations qui impliquent une réflexion profonde	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
64. Les auditeurs devraient être capables de comprendre ce qu'un interlocuteur essaie d'exprimer, même si celui-ci ne dit pas tout ce qu'il veut communiquer	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
65. Il est plus important de transmettre un message efficacement que dans les moindres détails	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

66. Les gens comprennent beaucoup de choses qui ne sont pas dites	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
67. Quand je cherche des informations, la représentation symbolique par exemple avec des icônes est plus pratique que l'information textuelle détaillée	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

J) Orientation Nature

*

	1 (Totalement en désaccord)	2	3	4	5	6	7 (Totalement d'accord)
68. Les gens ne devraient pas essayer de changer les chemins que leur vie est destinée à parcourir	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
69. La bonne performance provient de la prise de contrôle des tâches	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
70. Tous les êtres vivants sont égaux et méritent la même attention et la même considération	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

71. Je me plains car je sens que me plaindre pour une amélioration de la qualité de service me donne un sentiment de réussite

☐ ☐ ☐ ☐ ☐ ☐ ☐

K) Activité Humaine

★

	1 (Orientation à l'action)	2	3	4	5	6	7 (Orientation à être)
72. Je préfère faire des choses (orientation à l'action), ou profiter de la vie même si je ne fais pas toujours très bien les choses (orientation à l'être)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	1 (Totalement en désaccord)	2	3	4	5	6	7 (Totalement d'accord)
73. Les gens devraient prendre le temps de profiter de tous les aspects de la vie, même si cela signifie ne pas travailler	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
74. Même si cela prend plus de temps, les décisions d'affaires doivent toujours être prises sur la base de l'analyse, pas de l'intuition	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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L) Nature Humaine

★

1 (Mauvais) 2 3 4 5 6 7 (Bien)

75. La plupart des gens, lorsqu'ils peuvent faire quelque chose de mal et rester impunis, le font (Mauvais) ou le feront difficilement (Bien)

☐ ☐ ☐ ☐ ☐ ☐ ☐

1 (Totallement en désaccord) 2 3 4 5 6 7 (Totallement d'accord)

76. Si les superviseurs ne vérifient pas toujours quand les entrées et sorties des employés, les employés mentent sur le nombre d'heures travaillées

☐ ☐ ☐ ☐ ☐ ☐ ☐

77. La nature fondamentale de chaque personne peut changer

☐ ☐ ☐ ☐ ☐ ☐ ☐

M) Relations Humaines

★

	1 (Totalelement en désaccord)	2	3	4	5	6	7 (Totalelement d'accord)
78. Les personnes ont tendance à penser à eux-mêmes avant de penser aux autres	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
79. La société se développe mieux lorsque les personnes sont prêtes à faire des sacrifices pour le bien général	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
80. Les personnes qui sont au niveau le plus bas dans les organisations devraient suivre les demandes des personnes aux niveaux les plus hauts sans aucun doute	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
81. Je ne porte pas plainte à l'entreprise ou à l'autorité de protection des consommateurs, car je pense que cela perturbe l'ordre social	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
82. Après une mauvaise expérience avec un service, je pense que je devrais informer mes parents et amis de cette expérience et de l'entreprise	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
83. Je serais plus satisfait si des excuses officielles étaient présentées par un membre du personnel occupant un poste ou un statut supérieur	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
84. La chose la plus importante dans la vie est de penser et d'agir selon ma conscience, même si parfois les tâches ne soient pas faites	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

85. Si vous voulez devenir riche, vous ne pouvez pas toujours agir honnêtement

☐☐☐☐☐☐☐

86. Quel que soit le contexte et la situation, nous devrions toujours nous comporter de la même manière

☐☐☐☐☐☐☐

ANTERIOR

SEGUIENTE

Página 8 de 9

Partie 3: Informations Démographiques

87. Âge *

- ☐ 18-25
- ☐ 26-40
- ☐ 41-60
- ☐ Plus de 60 ans

88. Sexe *

- ☐ Femelle
- ☐ Mâle

89. Pays de résidence *

A sua resposta

90. Pays d'origine *

A sua resposta

91. Pays d'origine de la mère *

A sua resposta

92. Pays d'origine du père *

A sua resposta

93. Niveau d'études *

- ☐ Élémentaire
- ☐ Secondaire
- ☐ Licence
- ☐ Master/Doctorat

94. Revenu annuel net du ménage *

- ☐ Loin en dessous de la moyenne de mon pays
- ☐ Ci-dessous la moyenne de mon pays
- ☐ Moyenne de mon pays
- ☐ Au-dessus de la moyenne de mon pays
- ☐ Beaucoup au-dessus de la moyenne pour mon pays

95. Travaillez-vous dans l'industrie du tourisme / du voyage? *

- ☐ Oui
- ☐ No

96. Avec quelle fréquence séjournez-vous dans un hôtel? *

- ☐ Je ne reste pas dans les hôtels
- ☐ Une fois par an
- ☐ 2 à 3 fois par an
- ☐ Plus de 3 fois par an

97. Dans quelle catégorie d'hôtel séjournez-vous habituellement? *

- ☐ Je ne reste pas dans les hôtels
- ☐ 1 Étoile
- ☐ 2 Étoiles
- ☐ 3 Étoiles
- ☐ 4 Étoiles
- ☐ 5 Étoiles

98. Veuillez indiquer l'université que vous fréquentez actuellement *

A sua resposta

Nous vous remercions pour votre aide.

ANTERIOR

SUBMETER

Página 9 de 9

- Questionnaire – Italian

Aspettative dei Consumatori - Hotel

Gentile Signore/a,

Stiamo svolgendo un'attività di ricerca e vorremmo conoscere le tue aspettative da consumatore, in merito a diversi tipi di caratteristiche del servizio alberghiero. Vorremmo anche vedere se la tua cultura influenza le tue aspettative. Le informazioni sono riservate e non saranno divulgate a terzi. Non ci sono risposte giuste o sbagliate. Lo scopo principale è capire quali sono le tue aspettative in relazione ad un elenco di caratteristiche riguardanti il servizio alberghiero.

Per maggiori informazioni puoi contattare: 201300057@fep.up.pt (Mara Franco) o up233177@q.uporto.pt (Raquel Meneses).

Ti ringraziamo per il tuo aiuto.



SEGUINTE

Página 1 de 9

Aspettative dei Consumatori - Hotel

*Obrigatório

Parte 1: Aspettative

Dato l'elenco di caratteristiche del servizio alberghiero elencate di seguito, indica il tuo livello di aspettative per ottenere un servizio appropriato (livello di servizio minimo accettabile per questa caratteristica): 1=Basso; 7=Alto

A) Grado di Coinvolgimento del Cliente

Il mio livello minimo di servizio accettabile per un hotel

Si prega di indicare quanto ci si aspetta dell'hotel... *

1 (Basso) 2 3 4 5 6 7 (Alto)

1. Permette di scegliere il luogo d'acquisto (es. Online, agenzia di viaggi)

☐ ☐ ☐ ☐ ☐ ☐ ☐

2. Ti identifica con il tuo modo di essere	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. Mantiene il personale in costante contatto con te durante il tuo soggiorno	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. Costruisce una buona relazione con te invece di pensare solo al profitto	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. Mantiene un contatto con te anche dopo il tuo soggiorno attraverso un programma di fidelizzazione	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. Fornisce assistenza senza intervento umano (solo da macchine)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. Fornisce un servizio costante ogni giorno durante il soggiorno	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. Rende disponibili pacchetti completi durante il processo di acquisto (es: volo, hotel e trasferimenti)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. Rende possibile l'acquisto di servizi aggiuntivi (es: upgrade della camera, late check-out)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

B) Livello di Convenienza

Il mio livello minimo di servizio accettabile per un hotel

Si prega di indicare quanto ci si aspetta dell'hotel... *

	1 (Basso)	2	3	4	5	6	7 (Alto)
10. Fornisce orari prolungati per il funzionamento dei servizi (24 ore al giorno)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11. Trasmette fiducia nel trattamento dei tuoi problemi	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12. La TV, l'aria condizionata, l'illuminazione e le altre apparecchiature funzionano correttamente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
13. Ti permette di godere di una posizione centrale	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14. Presenta una stanza bella, pulita e confortevole	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
15. Ti fanno sentire come se fossi a casa tua mentre sei in hotel	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
16. Presenta un design d'interni contemporaneo	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
17. Esegue il servizio come promesso	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
18. Procede in conformità con la politica di riservatezza (dati personali e finanziari)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
19. Trasmette un senso di sicurezza durante il tuo soggiorno	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
20. Ti offre la possibilità (in caso di fallimento) di sostituire il servizio o di inviarlo ad un altro hotel	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

21. Ha una forte preoccupazione per la tua privacy

☐☐☐☐☐☐☐

ANTERIOR

SEGUINTE

Página 2 de 9

C) Prestazioni dei Dipendenti

Il mio livello minimo di servizio accettabile per un hotel

Lo staff dell'hotel deve... *

1 (Basso) 2 3 4 5 6 7 (Alto)

22. Trattarti come un amico e non come un semplice cliente

☐☐☐☐☐☐☐

23. Avere delle conoscenze per rispondere alle tue domande

☐☐☐☐☐☐☐

24. Comprendere le richieste speciali

☐☐☐☐☐☐☐

25. Essere in grado di gestire i reclami

☐☐☐☐☐☐☐

26. Avere professionalità

☐☐☐☐☐☐☐

27. Essere sempre gentile

☐☐☐☐☐☐☐

28. Essere
sempre pronto
ad aiutarti

☐☐☐☐☐☐☐

D) Grado di Complessità

Il mio livello minimo di servizio accettabile per un hotel

Si prega di indicare fino a che punto aspettare... *

1 (Basso) 2 3 4 5 6 7 (Alto)

29. Per essere
in grado di
definire il
processo di
acquisto, es:
effettuare una
prenotazione e
quindi il
pagamento

☐☐☐☐☐☐☐

30. Non essere
obbligato ad
avere una forte
partecipazione
al servizio,
aspettando solo
l'orientamento
dell'hotel

☐☐☐☐☐☐☐

31. Ricevere conferma di prenotazione	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
32. Partecipare alle specifiche del servizio, es: scegliere se includere o meno il tipo di colazione	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
33. Sapere cosa fare o dove andare quando si accede all'hotel	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
34. Rendere più semplice la modifica della prenotazione in caso di insoddisfazione del servizio	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
35. L'hotel offre un'offerta flessibile durante la permanenza	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
36. L'hotel è in grado di offrire un'esperienza unica	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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E) Potere di Informazione e Comunicazione

Il mio livello minimo di servizio accettabile per un hotel

Si prega di indicare quanto ci si aspetta dell'hotel... *

	1 (Basso)	2	3	4	5	6	7 (Alto)
37. Segnala promozioni speciali e servizi aggiuntivi	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
38. Personale dotato di alte competenze linguistiche e comunicative	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
39. Informa in anticipo le condizioni di acquisto e cancellazione	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
40. Invia informazioni molto dettagliate prima del soggiorno	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

41. Spiega
chiaramente le
varie rate nel
tuo account

☐☐☐☐☐☐☐

F) Ambiente e Responsabilità Sociale

Il mio livello minimo di servizio accettabile per un hotel

Si prega di indicare quanto ci si aspetta dell'hotel... *

1 (Basso) 2 3 4 5 6 7 (Alto)

42. Ha una
posizione
tranquilla

☐☐☐☐☐☐☐

43. Utilizza
materiali
ecocompatibili
(vernice, mobili,
materassi e
ponti)

☐☐☐☐☐☐☐

44. Utilizza in
modo efficiente
l'acqua

☐☐☐☐☐☐☐

45. Elimina gli
sprechi
attraverso il
sistema di
riciclaggio

☐☐☐☐☐☐☐

46. Utilizza i
prodotti
etichettati "eco"

☐☐☐☐☐☐☐

47. Fornisce
informazioni
scritte sulla
politica
ambientale
utilizzata

☐☐☐☐☐☐☐

48. Garantisce
buone
condizioni di
lavoro per il
personale


☐☐☐☐☐☐☐

49. Coinvolge
volontariamente
in progetti
sociali

☐☐☐☐☐☐☐

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SEGUINTE

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Parte 2: Dimensioni culturali

La cultura è un fattore che influenza la formazione delle aspettative dei consumatori. Si prega di indicare quanto si è d'accordo con le seguenti affermazioni.

G) Tempo

★

	1 (Passato)	2	3	4	5	6	7 (Futuro)
50. L'attenzione dovrebbe concentrarsi sul passato (forme tradizionali) o sul futuro (il cambiamento creerà miglioramenti a lungo termine)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	1 (Fortemente in disaccordo)	2	3	4	5	6	7 (Completamente d'accordo)
51. Mi sento a mio agio nel fare diverse cose contemporaneamente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
52. Lavoro su un progetto (attività) alla volta	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

◀ ▶

H) Spazio

★

	1 (Fortemente in disaccordo)	2	3	4	5	6	7 (Completamente d'accordo)
53. Quando vado in autobus, spero che ci sia abbastanza spazio per le persone da non essere toccato	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

54. In un colloquio di lavoro, spero che gli intervistatori siano dietro una scrivania	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
55. In un gruppo di lavoro, spero che tutte le persone ascoltino quello che sto dicendo senza essere rumorose	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
56. In una conferenza, spero che ci sia un'interazione diretta con gli oratori, ma che gli spazi siano ben delimitati	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
57. Riconosco facilmente gli spazi e non mi sento mai perso	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
58. Quando sono tra estranei, sono meno rilassato	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I) Natura della Realtà e del Contesto

★

	1 (Fortemente in disaccordo)	2	3	4	5	6	7 (Completamente d'accordo)
59. Per me è molto importante sentire di far parte di un gruppo	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
60. La mia posizione sociale è una parte molto importante della mia vita	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
61. Essere in grado di lavorare in armonia con gli altri è più importante che fare un buon lavoro	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
62. Non è saggio sacrificare i miei interessi a beneficio dell'organizzazione (gruppo) a cui appartengo	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

63. Cerco di anticipare ed evitare situazioni che implicino una riflessione profonda	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
64. Gli ascoltatori dovrebbero essere in grado di capire ciò che un oratore sta cercando di esprimere, anche quando l'oratore non dice tutto ciò che vuole comunicare	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
65. È più importante trasmettere un messaggio in modo efficiente che in grande dettaglio	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
66. Le persone comprendono molte cose che non vengono dette	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
67. Quando cerco informazioni, la rappresentazione simbolica ad esempio con le icone è più comoda di informazioni testuali dettagliate	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

J) Orientamento Naturale

★

	1 (Fortemente in disaccordo)	2	3	4	5	6	7 (Completamente d'accordo)
68. Le persone non dovrebbero cercare di cambiare i percorsi che le loro vite sono destinate ad avere	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
69. Le buone prestazioni derivano dall'assunzione del controllo dei compiti	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
70. Tutti gli esseri viventi sono uguali e meritano la stessa cura e considerazione	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

71. Reclamo perché ritengo che lamentarsi di un miglioramento della qualità del servizio mi dia un senso di successo

☐ ☐ ☐ ☐ ☐ ☐ ☐

K) L'attività Umana

*

1 (Orientamento all'azione) 2 3 4 5 6 7 (Orientamento all'essere)

72. Preferisco fare le cose (orientamento all'azione), o godermi la vita anche se non faccio sempre le cose molto bene (orientamento all'essere)

☐ ☐ ☐ ☐ ☐ ☐ ☐

1 (Fortemente in disaccordo) 2 3 4 5 6 7 (Completamente d'accordo)

73. Le persone dovrebbero prendersi del tempo per godersi ogni aspetto della vita, anche se ciò significa non lavorare

☐ ☐ ☐ ☐ ☐ ☐ ☐

74. Anche se ci vorrà più tempo, le decisioni aziendali dovrebbero sempre essere prese sulla base dell'analisi non dell'intuizione

☐ ☐ ☐ ☐ ☐ ☐ ☐

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L) Natura Umana

★

1 (Cattive) 2 3 4 5 6 7 (Bene)

75. La maggior parte delle persone quando può fare qualcosa di sbagliato e rimanere impunte di solito la fanno (cattive) o difficilmente lo fanno (bene)

☐ ☐ ☐ ☐ ☐ ☐ ☐

1 (Fortemente in disaccordo) 2 3 4 5 6 7 (Completamente d'accordo)

76. Se i supervisori non controllano sempre quando i lavoratori vanno e vengono, i lavoratori rischiano di mentire su quante ore lavorano

☐ ☐ ☐ ☐ ☐ ☐ ☐

77. La natura di base di ogni persona può cambiare

☐ ☐ ☐ ☐ ☐ ☐ ☐

M) Relazioni Umane

★

	1 (Fortemente in disaccordo)	2	3	4	5	6	7 (Completamen d'accordo)
78. Le persone tendono a pensare prima a se stesse e poi agli altri	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
79. La società funziona meglio quando le persone sono disposte a fare sacrifici per il bene di tutti	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
80. Le persone che si trovano ai livelli più bassi delle organizzazioni dovrebbero seguire le richieste delle persone ai massimi livelli senza domande	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
81. Non faccio reclami in azienda o presso l'autorità per la protezione dei consumatori, perché penso che ciò sconvolga l'ordine sociale	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
82. Dopo una brutta esperienza con un servizio, penso che dovrei dirlo alla mia famiglia e ai miei amici	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
83. Sarei più soddisfatto se le scuse formali fossero formulate da un membro dello staff con una posizione più elevata	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
84. La cosa più importante nella vita è pensare ed agire secondo la propria coscienza, anche se a volte i compiti devono essere ancora svolti	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
85. Se vuoi diventare ricco, non puoi sempre agire onestamente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
86. Indipendentemente dal contesto e dalla situazione, dovremmo comportarci sempre allo stesso modo	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Parte 3: Informazioni Demografiche

87. Età *

- ☐ 18 ai 25
- ☐ 26 ai 40
- ☐ 41 ai 60
- ☐ Più di 60 anni

88. Sesso *

- ☐ Femminile
- ☐ Maschio

89. Paese di residenza *

A sua risposta

90. Paese di origine *

A sua risposta

91. Paese di origine della madre *

A sua risposta

92. Paese di origine del padre *

A sua risposta

93. Qualifiche educative *

- ☐ Primaria
- ☐ Secondaria
- ☐ Laurea
- ☐ Master/Dottorati

94. Reddito netto familiare annuo *

- ☐ Molto al di sotto della media del mio paese
- ☐ Sotto la media del mio paese
- ☐ Media del mio paese
- ☐ Sopra la media del mio paese
- ☐ Molto al di sopra della media del mio paese

95. Lavori nel settore turistico? *

- ☐ Sì
- ☐ No

Quanto spesso soggiorni in un hotel? *

- ☐ Non vado in hotel
- ☐ Una volta all'anno
- ☐ 2 o 3 volte all'anno
- ☐ + di 3 volte all'anno

97. In quale categoria di hotel stai abitualmente? *

- ☐ Non vado in hotel
- ☐ 1 Stelle
- ☐ 2 Stelle
- ☐ 3 Stelle
- ☐ 4 Stelle
- ☐ 5 Stelle

98. Si prega di indicare l'università che si sta attualmente frequentando *

A sua risposta

Ti ringraziamo per il tuo aiuto.

ANTERIOR

SUBMITTER

Página 9 de 9

- Questionnaire – Romanian

Așteptări Consumator - Hotel

Stimate Domn / Doamnă,

Lucrăm în cercetare și dorim să cunoaștem așteptările dvs., în calitate de consumator, privind performanța serviciului hotelier. De asemenea, dorim să vedem dacă cultura dvs. influențează așteptările dvs. Informațiile sunt confidențiale și nu vor fi divulgate unor terțe părți. Nu există răspunsuri corecte sau greșite. Scopul principal este de a înțelege ce așteptări aveți în legătură cu o listă de atribute ale serviciului hotelier.

Pentru mai multe informații, vă puteți contacta pentru: 201300057@fep.up.pt (Mara Franco) sau up233177@g.uporto.pt (Raquel Meneses).

Vă mulțumim pentru cooperarea dvs.



SEGUINTE

Página 1 de 9

Așteptări Consumator - Hotel

*Obrigatório

Partea 1: Așteptări

Având în vedere lista de atribute pentru serviciile hoteliere enumerate mai jos, indicați nivelul așteptărilor dvs. pentru serviciul corespunzător (nivel minim de servicii pentru acest atribut):
1=Scăzut; 7=Ridicat

A) Gradul de implicare al clienților

Nivelul meu minim de serviciu acceptabil pentru un hotel

Vă rugăm să indicați în ce măsură vă așteptați ca hotelul să... *

1 (Scăzut) 2 3 4 5 6 7 (Ridicat)

1. Permite alegerea locului de cumpărare (de exemplu: online, agenție de turism)

☐ ☐ ☐ ☐ ☐ ☐ ☐

2. Se identifice cu felul dvs de a fi	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. Mențină personalul în contact constant cu dvs. în timpul sejurului	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. Construiască o relație bună cu dvs. în loc să se gândească doar la profit	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. La legătura cu dvs. (după șederea dvs.) prin programul de loialitate	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. Furnizeze servicii fără intervenție umană (numai prin intermediul mașinărilor)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. Ofere servicii consistente zilnic în timpul sejurului dvs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. Facă disponibile pachete complete de servicii în timpul procesului de achiziție (de exemplu: zbor, hotel și transferuri)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. Ofere posibilitatea achiziționării de servicii suplimentare (de exemplu: upgrade de cameră, check-out târziu)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

B) Nivelul de confort

Nivelul meu minim de serviciu acceptabil pentru un hotel

Vă rugăm să indicați în ce măsură vă așteptați ca hotelul să... *

	1 (Scăzut)	2	3	4	5	6	7 (Ridicat)
10. Furnizeze ore prelungite pentru operarea serviciilor (24 de ore pe zi)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11. Transmite încredere în tratarea problemelor dvs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12. Puna la dispoziție TV, aer condiționat, iluminat și alte echipamente care funcționează corespunzător	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
13. Se situeze într-o zonă centrală	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14. Prezinte o cameră frumoasă, curată și confortabilă	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
15. Vă facă să vă simțiți ca și cum ați fi acasă în timpul sejurului	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
16. Ofere un design interior contemporan	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
17. Execute serviciul așa cum a promis	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
18. Procedeze în conformitate cu politica de confidențialitate (date personale și financiare)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
19. Creeze un sentiment de securitate în timpul șederii dvs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
20. Dispună de capacitatea, în caz de eșec, de a înlocui serviciul sau de a vă redirectiona către serviciul altui hotel	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

21. Se preocupe de confidențialitatea datelor dvs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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ANTERIOR

SEGUINTE

Página 2 de 9

C) Performanța angajaților

Nivelul meu minim de serviciu acceptabil pentru un hotel

Personalul hotelului trebuie să... *

	1 (Scăzut)	2	3	4	5	6	7 (Ridicat)
22. Să vă trateze ca pe un prieten, nu doar ca pe un simplu client	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
23. Dețină cunoștințe suficiente pentru a vă răspunde la întrebări	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
24. Înțeleagă cererile speciale	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
25. Aibă capacitatea de a gestiona plângerile	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
26. Vă trateze cu profesionalism	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

27. Fie mereu politicoși	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
28. Fie gata oricând să vă ajute	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

D) Gradul de complexitate

Nivelul meu minim de serviciu acceptabil pentru un hotel

Indicați cât vă așteptați să... *

1 (Scăzut) 2 3 4 5 6 7 (Ridicat)

29. Puteți defini procesul de achiziție, de exemplu: efectuarea rezervării și apoi plata	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
30. Nu fiți forțat să participați activ la proces, așteptând doar sfaturile sau ghidarea hotelului	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
31. Primiți confirmarea rezervării	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
32. Participați la specificația serviciului, de exemplu: alegeți sau nu să includeți și tipul de mic dejun	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
33. Aflați ce să faceți sau unde să mergeți când intrați în hotel	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
34. Facilitați schimbarea rezervării în caz de nemulțumire față de serviciu	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

35. Vi se ofere o ofertă flexibilă în timpul serviciilor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
36. Uzufruiți de o experiență unică din partea hotelului	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

E) Puterea informației și a comunicării

Nivelul meu minim de serviciu acceptabil pentru un hotel

Vă rugăm să indicați în ce măsură vă așteptați ca hotelul să... *

	1 (Scăzut)	2	3	4	5	6	7 (Ridicat)
37. Vă informeze privind promoțiile speciale și serviciile suplimentare	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
38. Dispună de personal cu bune abilități lingvistice și de comunicare	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
39. Vă roage să informați în avans condițiile de cumpărare și de anulare	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

40. Vă roage să le trimiteți informații foarte detaliate înainte de sejur	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
41. Explice în mod clar diferitele taxe incluse în prețul de achiziționare	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

F) Mediul și responsabilitatea socială

Nivelul meu minim de serviciu acceptabil pentru un hotel

Vă rugăm să indicați în ce măsură vă așteptați ca hotelul să... *

	1 (Scăzut)	2	3	4	5	6	7 (Ridicat)
42. Se situeze într-o locație liniștită	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
43. Utilizeze materiale ecologice (vopsea, mobilier, saltele și punți)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
44. Utilizeze eficient apa	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
45. Elimine deșeurile printr-un sistem de reciclare	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
46. Utilizeze produse etichetate "eco"	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
47. Furnizeze informații scrise despre politica de mediu utilizată	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
48. Asigure condiții bune de lucru pentru personal	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

49. Implice
voluntar în
proiecte
sociale

☐☐☐☐☐☐☐

ANTERIOR

SEGUINTE

Página 4 de 9

Partea 2: Dimensiuni culturale

Cultura este un factor care influențează formarea așteptărilor consumatorilor. Vă rugăm să indicați nivelul de acord cu următoarele afirmații.

G) Vremea

*

1 (Trecut)

2

3

4

5

6

7 (Viitor)

50. Atenția ar
trebui să se
concentreze
asupra
trecutului
(forme
tradiționale)
sau asupra
viitorului
(schimbarea
va crea
îmbunătățiri
pe termen
lung)

☐☐☐☐☐☐☐

1 (Nu sunt
de acord)

2

3

4

5

6

7 (Sunt
total de
acord)

51. Mă simt
confortabil
să fac mai
multe lucruri
în același
timp

☐☐☐☐☐☐☐

52.
Îndeplinesc
pe rand câte
o sarcină

☐☐☐☐☐☐☐

H) Spațiu

*

1 (Nu sunt
de acord)

2

3

4

5

6

7 (Sunt
total de
acord)

53. Când
calatoresc cu
autobuzul,
sper că există
suficient
spațiu pentru
ca oamenii să
nu se atingă
între ei

☐☐☐☐☐☐☐

54. La interviu de angajare, sper ca interviatorii sunt în spatele unui birou	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
55. Într-un grup de lucru, sper că toți oamenii vor auzi ceea ce spun fără să trebuiască să vorbesc foarte tare	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
56. La o conferință sper că există o interacțiune directă cu vorbitorii, dar că spațiile sunt bine delimitate	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
57. Sper să recunosc cu ușurință spațiile și să nu mă simt niciodată pierdut	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
58. Când sunt printre străini, sunt puțin agitat	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I) Natura realității și a contextului


★

	1 (Nu sunt de acord)	2	3	4	5	6	7 (Sunt total de acord)
59. Pentru mine este foarte important să simt că fac parte dintr-un grup	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
60. Poziția mea socială este o parte foarte importantă a vieții mele.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
61. Capacitatea de a lucra în armonie cu ceilalți este mai importantă decât să faci o treabă bună	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

62. Nu este înțelept să-mi sacrific interesele în beneficiul organizației (grupului) din care fac parte	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
63. Încerc să anticipez și să evit situațiile care implică reflecții profunde	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
64. Ascultătorii ar trebui să înțeleagă ceea ce vorbitorul încearcă să exprime, chiar dacă vorbitorul nu transmite informația completă	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
65. Este mai important să transmiți un mesaj în mod eficient decât cu foarte multe detalii	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
66. Oamenii înțeleg multe lucruri care nu sunt spuse	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
67. Când caut informații, reprezentarea simbolică, de exemplu, cu pictograme este mai convenabilă decât informația textuală detaliată	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

ANTERIOR

SEGUINTE

 Pagina 6 de 9

J) Orientarea spre natură

★

	1 (Nu sunt de acord)	2	3	4	5	6	7 (Sunt total de acord)
68. Oamenii nu ar trebui să încerce să schimbe căile pe care viețile lor sunt destinate să le aibă.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
69. O bună performanță provine de la preluarea controlului asupra sarcinilor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
70. Toate lucrurile vii sunt egale și merită aceeași îngrijire și considerație	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
71. Mă plâng pentru că simt că plângerea pentru o îmbunătățire a calității serviciului îmi dă un sentiment de succes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

K) Activitatea umană

★

	1 (Orientarea acțiunii)	2	3	4	5	6	7 (Orientare spre ființă)
72. Prefer să fac lucruri (orientare spre acțiune) sau să mă bucur de viața chiar dacă nu fac întotdeauna lucrurile foarte bine (orientare spre ființă)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	1 (Nu sunt de acord)	2	3	4	5	6	7 (Sunt total de acord)
73. Oamenii ar trebui să aibă timp să se bucure de fiecare aspect al vieții, chiar dacă asta înseamnă a nu munci	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
74. Chiar dacă este nevoie de mai mult timp, deciziile de afaceri trebuie luate întotdeauna pe baza analizei, nu a intuiției.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

ANTERIOR

SEGUINTE

Página 7 de 9

L) Natura umană

★

	1 (Gresit)	2	3	4	5	6	7 (Bine)
75. Majoritatea oamenilor, atunci când pot face ceva greșit și să rămână nepedepsiți, de obicei fac (gresit) sau abia fac (bine)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	1 (Nu sunt de acord)	2	3	4	5	6	7 (Sunt total de acord)
76. Dacă supraveghetorii nu ar verifica întotdeauna când muncitorii sosesc și pleacă, este posibil că lucrătorii ar minti în legatură cu câte ore lucrează	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
77. Natura fundamentală a oricărei persoane se poate schimba	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

M) Relațiile umane

★

	1 (Nu sunt de acord)	2	3	4	5	6	7 (Sunt total de acord)
78. Oamenii tind să se gândească la ei mai întâi înainte de a se gândi la alții	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
79. Societatea funcționează cel mai bine atunci când oamenii sunt dispuși să facă sacrificii pentru binele tuturor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
80. Persoanele care se află la cele mai joase niveluri ale organizației ar trebui să urmeze fără ezitare solicitările oamenilor de la nivelele de vârf	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
81. Nu faceți plângere în cadrul companiei sau al organizației de apărare a consumatorilor, deoarece considerați că acest lucru perturbă ordinea socială	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
82. După o experiență neplăcută la serviciu, credeți că trebuie să le spuneți rudelor și prietenilor despre această experiență și despre companie	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
83. Ați fi mai mulțumit dacă o scuză formală a fost făcută de un membru al personalului cu un statut/poziție mai înalt/ă	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

84. Cel mai important lucru din viață este să gândești și să acționezi conform conștiinței tale, chiar dacă uneori asta înseamnă să lași sarcini neîndeplinite

☐☐☐☐☐☐☐

85. Dacă vrei să te îmbogățești, nu poți să acționezi întotdeauna sincer

☐☐☐☐☐☐☐

86. Indiferent de context și situație, trebuie să ne comportăm mereu în același mod

☐☐☐☐☐☐☐

ANTERIOR

SEGUINTE

Página 8 de 9

Partea 3: Informații demografice

87. Vârstă *

- ☐ 18 la 25
- ☐ 26 la 40
- ☐ 41 la 60
- ☐ Mai mare de 60 ani

88. Sex *

- ☐ Feminin
- ☐ Masculin

89. Țara de reședință *

A sua resposta

90. Țara de origine *

A sua resposta

91. Țara de origine a mamei *

A sua resposta

92. Țara de origine a tatălui *

A sua resposta

93. Calificări educaționale *

- ☐ Primar
- ☐ Liceu
- ☐ Licențiat
- ☐ Masterat/Doctorat

94. Venitul anual net al gospodăriei *

- ☐ Foarte sub media țării mele
- ☐ Sub media țării mele
- ☐ Media țării mele
- ☐ Peste salariul mediu pe economie
- ☐ Mult peste salariul mediu pe economie

95. Lucrați în industria turismului / călătoriilor? *

- ☐ Da
- ☐ Nu

96. Cât de des stați într-un hotel? *

- ☐ Nu stau în hoteluri
- ☐ O dată pe an
- ☐ De 2-3 ori pe an
- ☐ Mai mult de 3 ori pe an

97. In ce categorie de hotel locuiti de obicei? *

- ☐ Nu stau în hoteluri
- ☐ 1 stea
- ☐ 2 stele
- ☐ 3 stele
- ☐ 4 stele
- ☐ 5 stele

Vă rugăm să indicați universitatea pe care o urmați în prezent *

A sua resposta

Vă mulțumim pentru cooperarea dvs.

ANTERIOR

SUBMETER

Página 9 de 9

Appendix E

- Degree of customer involvement (DCI): EFA, KMO test, Cronbach alpha, AVE and CR

Variable	KMO Test	Cronbach's alpha (score reliability)	Item	Component 1	AVE	CR
Degree of Customer Involvement (DCI)	0,879	0,828	1.DCI_acq	0,522	0,369	0,825
			2.DCI_be	0,706		
			3.DCI_stff	0,762		
			4.DCI_prof	0,765		
			5.DCI_lyt	0,683		
			6.DCI_mach	0,349		
			7.DCI_cst	0,696		
			8.DCI_pack	0,650		
			9.DCI_ad	0,728		

Item-total Statistics					
	Scale mean if item deleted	Scale variance if item deleted	Corrected item-total correlation	Squared multiple correlation	Cronbach's Alpha if item deleted
1.DCI_acq	36,56	80,559	,417	,204	,826
2.DCI_be	36,67	79,042	,589	,381	,805
3.DCI_stff	37,04	77,544	,646	,477	,798
4.DCI_prof	36,02	78,877	,633	,506	,800
5.DCI_lyt	37,64	76,799	,566	,372	,807
6.DCI_mach	38,83	87,286	,281	,114	,838
7.DCI_cst	35,84	81,238	,569	,383	,808
8.DCI_pack	37,10	76,795	,543	,335	,810
9.DCI_ad	36,11	79,072	,614	,425	,802

• **Convenience level (CL): EFA, KMO test, Cronbach alpha, AVE and CR**

Variable	KMO Test	Cronbach's alpha (score reliability)	Item	Component 1	Component 2	AVE	CR
Convenience Level (CL)	0,955	0,928	10.CL_24h	0,615	0,340	0,669	0,948
			11.CL_prb	0,768	0,321		
			12.CL_eqp	0,739	0,397		
			13.CL_cent	0,318	0,620		
			14.CL_rom	0,813	0,356		
			15.CL_hom	0,360	0,696		
			16.CL_dsg	0,105	0,859		
			17.CL_pro	0,833	0,303		
			18.CL_cnf	0,855	0,201		
			19.CL_sec	0,865	0,256		
			20.CL_sub	0,840	0,230		
			21.CL_pri	0,801	0,178		

Item-total Statistics					
	Scale mean if item deleted	Scale variance if item deleted	Corrected item-total correlation	Squared multiple correlation	Cronbach's Alpha if item deleted
10.CL_24h	65,84	116,191	,638	,449	,924
11.CL_prb	65,48	114,873	,770	,634	,919
12.CL_eqp	65,21	116,066	,784	,670	,919
13.CL_cent	66,31	118,916	,517	,290	,930
14.CL_rom	64,99	117,205	,834	,758	,918
15.CL_hom	66,04	115,505	,601	,417	,926
16.CL_dsg	67,06	118,490	,459	,298	,934
17.CL_pro	65,12	115,573	,823	,726	,917
18.CL_cnf	65,15	115,483	,783	,716	,918
19.CL_sec	65,14	115,923	,826	,766	,917
20.CL_sub	65,24	116,117	,787	,688	,919
21.CL_pri	65,37	114,898	,720	,615	,921

- **Contact personnel performance (CPP): EFA, KMO test, Cronbach alpha, AVE and CR**

Variable	KMO Test	Cronbach's alpha (score reliability)	Item	Component 1	AVE	CR
Contact Personnel Performance (CPP)	0,902	0,905	22.CPP_frd	0,463	0,737	0,944
			23.CPP_knw	0,867		
			24.CPP_spc	0,834		
			25.CPP_clm	0,905		
			26.CPP_prof	0,898		
			27.CPP_edu	0,891		
			28.CPP_hel	0,881		

Item-total Statistics				
	Scale mean if item deleted	Scale variance if item deleted	Corrected item-total correlation	Squared multiple correlation
22.CPP_frd	36,62	42,292	,388	,941
23.CPP_knw	35,00	38,795	,801	,882
24.CPP_spc	35,29	38,649	,771	,885
25.CPP_clm	34,76	39,342	,837	,879
26.CPP_prof	34,47	40,500	,812	,883
27.CPP_edu	34,40	41,014	,805	,884
28.CPP_hel	34,59	40,318	,806	,883

- **Complexity degree (CD), Information and communication power (ICP), Environment and social responsibility (ESR): EFA, KMO test, Cronbach alpha, AVE and CR**

Variable	KMO Test	Cronbach's alpha (score reliability)	Item	Component 1	AVE	CR
Complexity Degree (CD)	0,910	0,895	29.CD_buy	0,751	0,532	0,900
			30.CD_ort	0,639		
			31.CD_cfm	0,783		
			32.CD_spc	0,797		
			33.CD_do	0,779		
			34.CD_ins	0,850		
			35.CD_flex	0,818		
			36.CD_exp	0,699		
Information and Communication Power (ICP)	0,840	0,855	37.ICP_pro	0,696	0,562	0,865
			38.ICP_ling	0,804		
			39.ICP_con	0,852		
			40.ICP_det	0,840		
			41.ICP_acc	0,820		
Environment and Social Responsibility (ESR)	0,917	0,929	42.ESR_clm	0,569	0,611	0,926
			43.ESR_mat	0,853		
			44.ESR_wtr	0,893		
			45.ESR_recy	0,885		
			46.ESR_eco	0,903		
			47.ESR_pol	0,862		
			48.ESR_stff	0,741		
			49.ESR_vol	0,808		

Item-total Statistics				
	Scale mean if item deleted	Scale variance if item deleted	Corrected item-total correlation	Squared multiple correlation
29.CD_buy	39,75	56,708	,668	,883
30.CD_ort	40,57	58,315	,550	,894
31.CD_cfm	39,09	58,588	,696	,881
32.CD_spc	39,50	56,525	,713	,878
33.CD_do	39,80	55,868	,693	,880
34.CD_ins	39,42	56,321	,777	,873
35.CD_flex	39,73	56,078	,744	,876
36.CD_exp	40,18	55,731	,610	,890

Item-total Statistics				
	Scale mean if item deleted	Scale variance if item deleted	Corrected item-total correlation	Squared multiple correlation
37.ICP_pro	23,46	21,825	,558	,861

38.ICP_ling	22,67	22,318	,687	,821
39.ICP_con	22,26	23,050	,735	,813
40.ICP_det	22,76	21,386	,717	,812
41.ICP_acc	22,42	22,112	,690	,820

Item-total Statistics				
	Scale mean if item deleted	Scale variance if item deleted	Corrected item-total correlation	Squared multiple correlation
42.ESR_clm	35,88	101,451	,491	,937
43.ESR_mat	36,55	88,836	,802	,916
44.ESR_wtr	35,81	89,855	,845	,913
45.ESR_recy	35,83	89,486	,832	,914
46.ESR_eco	36,41	87,183	,861	,911
47.ESR_pol	36,45	87,781	,808	,915
48.ESR_stff	35,20	97,806	,667	,926
49.ESR_vol	36,48	89,203	,744	,921

Appendix F

• Check for Outliers by using Hoaglin and Iglewicz (1987) “outlier labelling rule”

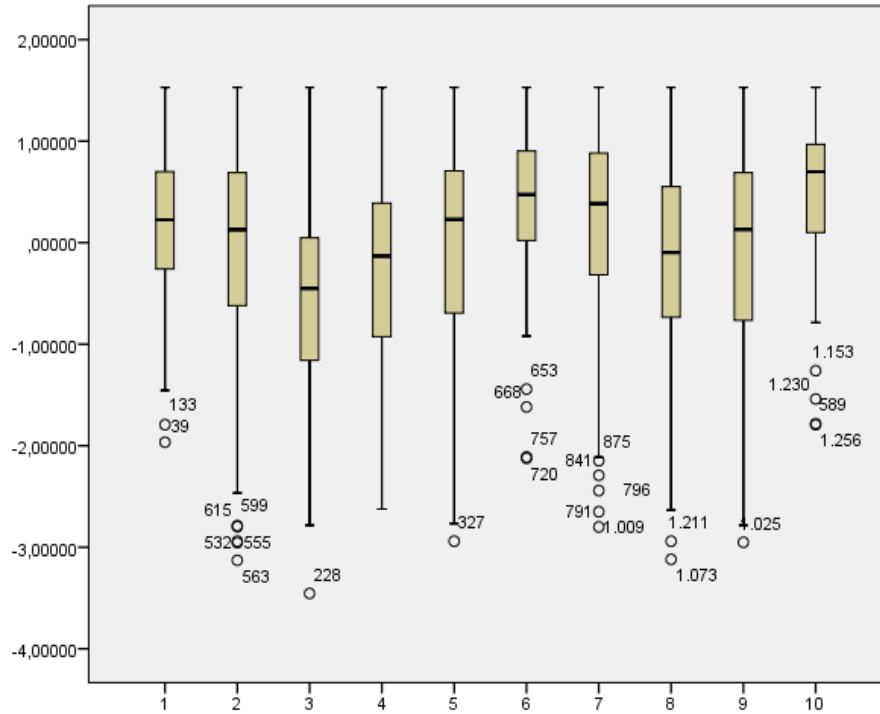
Dimension	Country of Residence	Q1	Q3	Q3-Q1	g(Q3-Q1)	Lower	Upper
DCI	Portugal	-0,4708603	0,7153897	1,1862500	2,6097499	-3,08061	3,7959999
DCI	Spain	-0,6219675	0,6896253	1,3115928	2,8855042	-3,50747	4,1970970
DCI	France	-1,1851198	0,0469813	1,2321010	2,7106223	-3,89574	3,9427233
DCI	Italy	-0,9314066	0,3936238	1,3250304	2,915067	-3,84647	4,2400974
DCI	Romania	-0,7218586	0,7103845	1,4322431	3,1509349	-3,87279	4,5831781
DCI	Brazil	-0,0616067	0,9016897	0,9632965	2,1192522	-2,18086	3,0825487
DCI	Mexico	-0,3193522	0,8840933	1,2034455	2,6475802	-2,96693	3,8510257
DCI	Uruguai	-0,7343890	0,5540025	1,2883915	2,8344612	-3,56885	4,1228526
DCI	Bolivia	-0,7741726	0,6904219	1,4645946	3,222108	-3,99628	4,6867026
DCI	Chile	0,0529995	0,9359646	0,8829651	1,9425232	-1,88952	2,8254882
CL	Portugal	0,1292698	0,5930774	0,4638076	1,0203766	-0,89111	1,4841842
CL	Spain	-0,2011917	0,5950144	0,7962061	1,7516535	-1,95285	2,5478596
CL	France	-0,6311272	0,1986205	0,8297477	1,825445	-2,45657	2,6551927
CL	Italy	-0,6538230	0,4595561	1,1133792	2,4494342	-3,10326	3,5628134
CL	Romania	-0,0441596	0,5438021	0,5879617	1,2935158	-1,33768	1,8814775
CL	Brazil	0,2082300	0,6985575	0,4903275	1,0787205	-0,87049	1,5690481
CL	Mexico	0,1447781	0,6985575	0,5537795	1,2183148	-1,07354	1,7720943
CL	Uruguai	-0,1411587	0,6211798	0,7623385	1,6771448	-1,8183	2,4394833
CL	Bolivia	-0,5523448	0,4907144	1,0430591	2,29473	-2,84707	3,3377892
CL	Chile	0,1907932	0,6056747	0,4148814	0,9127392	-0,72195	1,3276206
CPP	Portugal	-0,1157180	0,5496511	0,6653690	1,4638119	-1,57953	2,1291809
CPP	Spain	-0,2548467	0,6776553	0,9325020	2,0515044	-2,30635	2,9840064
CPP	France	-0,6236976	0,3815081	1,0052057	2,2114526	-2,83515	3,2166583
CPP	Italy	-0,5298772	0,5331069	1,0629842	2,3385652	-2,86844	3,4015494
CPP	Romania	-0,5158140	0,6346629	1,1504769	2,5310491	-3,04686	3,6815260
CPP	Brazil	0,1137568	0,8056595	0,6919028	1,5221861	-1,40843	2,2140889
CPP	Mexico	0,0258887	0,8056595	0,7797708	1,7154958	-1,68961	2,4952666
CPP	Uruguai	-0,1171463	0,6666259	0,7837722	1,7242988	-1,84145	2,5080710
CPP	Bolivia	-0,5360841	0,5496511	1,0857352	2,3886173	-2,9247	3,4743525
CPP	Chile	0,0413956	0,8056595	0,7642639	1,6813807	-1,63999	2,4456446
CD	Portugal	-0,3229284	0,5236900	0,8466184	1,8625606	-2,18549	2,7091790
CD	Spain	-0,2899555	0,8282055	1,1181610	2,4599542	-2,74991	3,5781153
CD	France	-0,6995791	0,3359945	1,0355735	2,2782618	-2,97784	3,3138353
CD	Italy	-1,0550562	0,4477081	1,5027643	3,3060815	-4,36114	4,8088458
CD	Romania	-0,5836942	0,6554864	1,2391806	2,7261974	-3,30989	3,9653780
CD	Brazil	-0,0970843	0,7185193	0,8156035	1,7943277	-1,89141	2,6099312
CD	Mexico	0,0188835	0,8687165	0,8498330	1,8696325	-1,85075	2,7194655
CD	Uruguai	-0,6719805	0,6309168	1,3028973	2,866374	-3,53835	4,1692713
CD	Bolivia	-0,6392260	0,6777617	1,3169877	2,8973728	-3,5366	4,2143605
CD	Chile	0,0128242	0,8519460	0,8391218	1,846068	-1,83324	2,6851899

Dimension	Country of Residence	Q1	Q3	Q3-Q1	g(Q3-Q1)	Lower	Upper
ICP	Portugal	-0,1262656	0,6171030	0,7433685	1,6354108	-1,76168	2,3787793
ICP	Spain	-0,2894090	0,7808523	1,0702613	2,3545749	-2,64398	3,4248362
ICP	France	-1,1232719	0,2028374	1,3261093	2,9174404	-4,04071	4,2435497
ICP	Italy	-0,6961067	0,6005594	1,2966662	2,8526656	-3,54877	4,1493317
ICP	Romania	-0,8133783	0,4900038	1,3033821	2,8674406	-3,68082	4,1708227
ICP	Brazil	-0,1720808	0,8613888	1,0334696	2,2736331	-2,44571	3,3071027
ICP	Mexico	-0,1042238	0,8415152	0,9457390	2,0806257	-2,18485	3,0263647
ICP	Uruguai	-0,2518018	0,7131539	0,9649557	2,1229025	-2,3747	3,0878581
ICP	Bolivia	-0,5666377	0,7090018	1,2756396	2,8064071	-3,37304	4,0820467
ICP	Chile	0,1036577	0,8415152	0,7378574	1,6232864	-1,51963	2,3611438
ESR	Portugal	-0,5474576	0,6713951	1,2188527	2,6814759	-3,22893	3,9003287
ESR	Spain	-0,3973283	0,8423478	1,2396761	2,7272874	-3,12462	3,9669635
ESR	France	-0,3673754	0,8004454	1,1678208	2,5692057	-2,93658	3,7370264
ESR	Italy	-0,9553199	0,7467804	1,7021003	3,7446207	-4,69994	5,4467210
ESR	Romania	-0,8261495	0,5485020	1,3746515	3,0242333	-3,85038	4,3988847
ESR	Brazil	-0,3817915	0,9116623	1,2934538	2,8455984	-3,22739	4,1390522
ESR	Mexico	-0,4332602	1,0180539	1,4513141	3,192891	-3,62615	4,6442052
ESR	Uruguai	-1,0867871	0,3021297	1,3889169	3,0556172	-4,1424	4,4445340
ESR	Bolivia	-0,5958920	0,8652261	1,4611181	3,2144598	-3,81035	4,6755778
ESR	Chile	-0,2597681	0,8354008	1,0951689	2,4093715	-2,66914	3,5045404

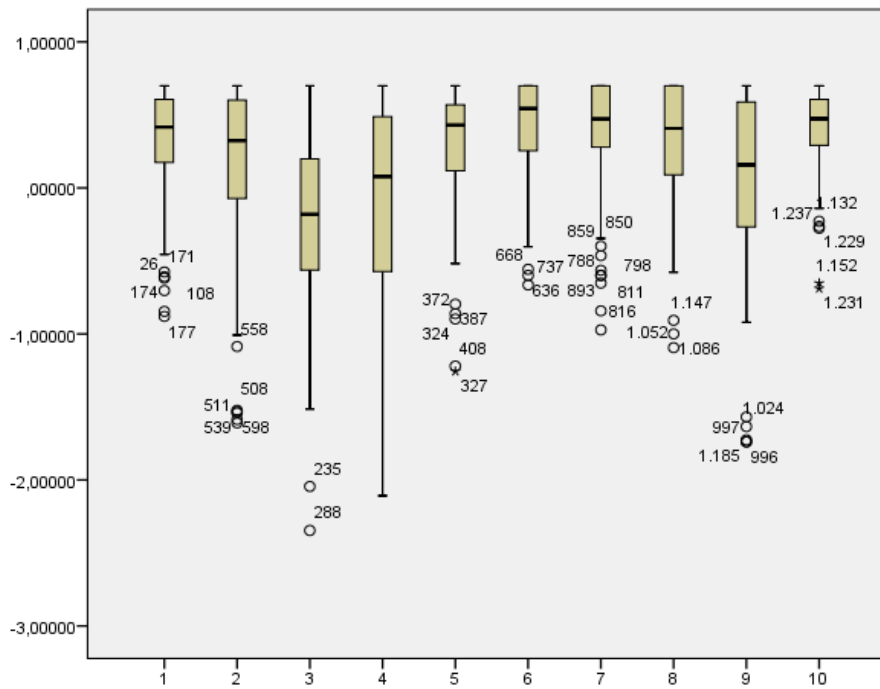
Appendix G

• Boxplots by service dimension for all countries of residence

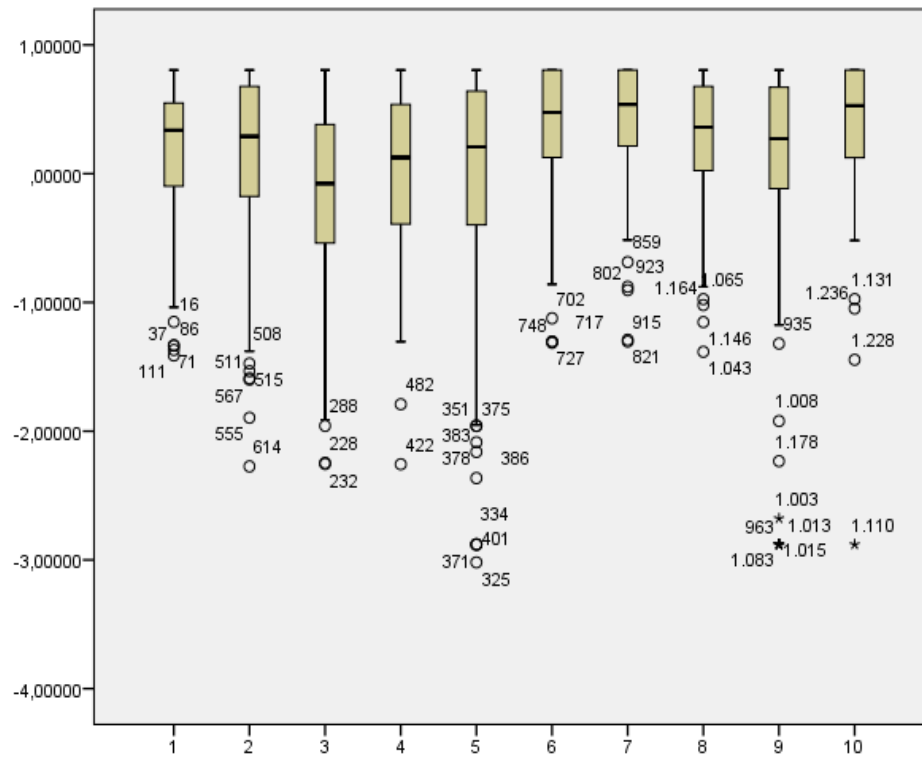
Degree of customer involvement / Country of residence



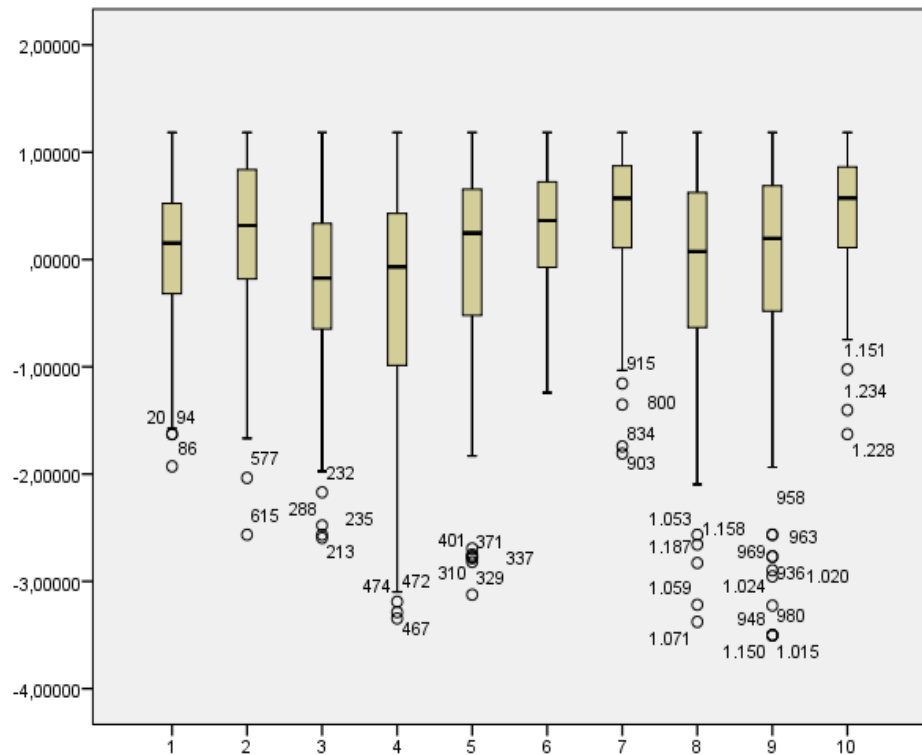
Convenience level / Country of residence



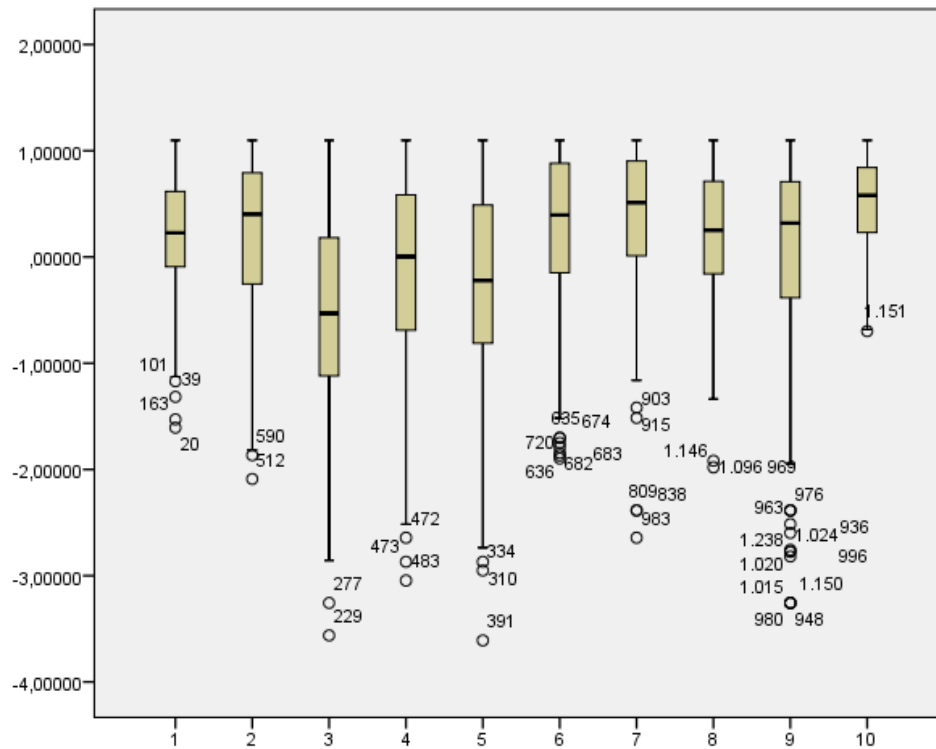
Contact personnel performance / Country of residence



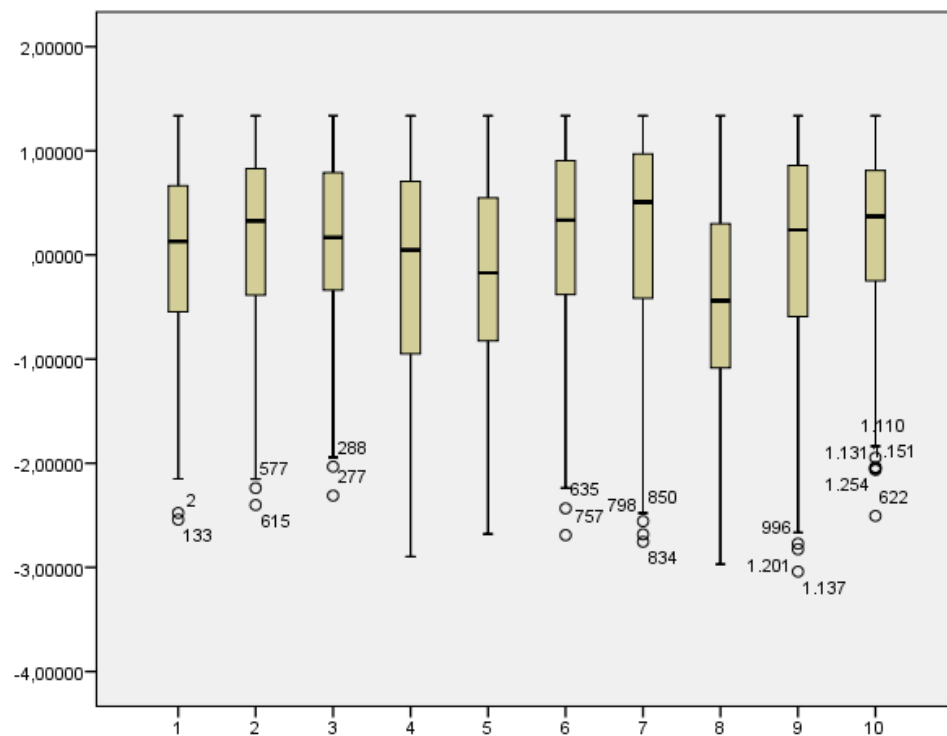
Complexity degree / Country of residence



Information and communication power / Country of residence



Environment and social responsibility / Country of residence



Appendix H

- Hierarchical Multiple Regression: Degree of customer involvement (dependent variable)**

Model Summary									
Model	R	R square	Adjusted R square	Std. Error of estimate	Change statistics				
					R square change	F change	df1	df2	Sig. F change
1	,203 ^a	,041	,035	,96391958	,041	6,489	8	1208	,000
2	,421 ^b	,178	,171	,89344825	,136	100,040	2	1206	,000
3	,422 ^c	,178	,171	,89336154	,001	1,234	1	1205	,267
4	,438 ^d	,192	,184	,88646383	,013	19,826	1	1204	,000
5	,451 ^e	,204	,195	,88022840	,012	18,118	1	1203	,000
6	,452 ^f	,204	,195	,88045956	,000	,368	1	1202	,544
7	,453 ^g	,205	,195	,88040319	,001	1,154	1	1201	,283
8	,468 ^h	,219	,205	,87488017	,014	3,535	6	1195	,002
a. Predictors: (Constant), HDI, 95.Sector, 88.Sex, 97.Categ_hotel, 93.Edu, 94.Inc, 87.Age, 96.Freq_hotel									
b. Predictors: (Constant), HDI, 95.Sector, 88.Sex, 97.Categ_hotel, 93.Edu, 94.Inc, 87.Age, 96.Freq_hotel, 50.LTO, 51.POLY									
c. Predictors: (Constant), HDI, 95.Sector, 88.Sex, 97.Categ_hotel, 93.Edu, 94.Inc, 87.Age, 96.Freq_hotel, 50.LTO, 51.POLY, 54.SPA									
d. Predictors: (Constant), HDI, 95.Sector, 88.Sex, 97.Categ_hotel, 93.Edu, 94.Inc, 87.Age, 96.Freq_hotel, 50.LTO, 51.POLY, 54.SPA, 67.CTX									
e. Predictors: (Constant), HDI, 95.Sector, 88.Sex, 97.Categ_hotel, 93.Edu, 94.Inc, 87.Age, 96.Freq_hotel, 50.LTO, 51.POLY, 54.SPA, 67.CTX, 69.NOR									
f. Predictors: (Constant), HDI, 95.Sector, 88.Sex, 97.Categ_hotel, 93.Edu, 94.Inc, 87.Age, 96.Freq_hotel, 50.LTO, 51.POLY, 54.SPA, 67.CTX, 69.NOR, 73.HAC									
g. Predictors: (Constant), HDI, 95.Sector, 88.Sex, 97.Categ_hotel, 93.Edu, 94.Inc, 87.Age, 96.Freq_hotel, 50.LTO, 51.POLY, 54.SPA, 67.CTX, 69.NOR, 73.HAC, 76.HUN									
h. Predictors: (Constant), HDI, 95.Sector, 88.Sex, 97.Categ_hotel, 93.Edu, 94.Inc, 87.Age, 96.Freq_hotel, 50.LTO, 51.POLY, 54.SPA, 67.CTX, 69.NOR, 73.HAC, 76.HUN, 86.NvE, 85.UvP, 84.AvA, 80.HIE, 78.IND, 81.EvA									

ANOVA ^a						
Model		Sum of square	df	Mean square	F	Sig.
1	Regression	48,235	8	6,029	6,489	,000 ^b
	Residual	1122,402	1208	,929		
	Total	1170,637	1216			
2	Regression	207,948	10	20,795	26,050	,000 ^c
	Residual	962,689	1206	,798		
	Total	1170,637	1216			
3	Regression	208,933	11	18,994	23,799	,000 ^d
	Residual	961,704	1205	,798		
	Total	1170,637	1216			
4	Regression	224,512	12	18,709	23,809	,000 ^e
	Residual	946,125	1204	,786		
	Total	1170,637	1216			
5	Regression	238,550	13	18,350	23,683	,000 ^f
	Residual	932,087	1203	,775		

	Total	1170,637	1216			
6	Regression	238,836	14	17,060	22,007	,000 ^g
	Residual	931,801	1202	,775		
	Total	1170,637	1216			
7	Regression	239,730	15	15,982	20,619	,000 ^h
	Residual	930,907	1201	,775		
	Total	1170,637	1216			
8	Regression	255,966	21	12,189	15,924	,000 ⁱ
	Residual	914,671	1195	,765		
	Total	1170,637	1216			
a. Dependent variable: Degree of customer involvement						
b. Predictors: (Constant), HDI, 95.Sector, 88.Sex, 97.Categ_hotel, 93.Edu, 94.Inc, 87.Age, 96.Freq_hotel						
c. Predictors: (Constant), HDI, 95.Sector, 88.Sex, 97.Categ_hotel, 93.Edu, 94.Inc, 87.Age, 96.Freq_hotel, 50.LTO, 51.POLY						
d. Predictors: (Constant), HDI, 95.Sector, 88.Sex, 97.Categ_hotel, 93.Edu, 94.Inc, 87.Age, 96.Freq_hotel, 50.LTO, 51.POLY, 54.SPA						
e. Predictors: (Constant), HDI, 95.Sector, 88.Sex, 97.Categ_hotel, 93.Edu, 94.Inc, 87.Age, 96.Freq_hotel, 50.LTO, 51.POLY, 54.SPA, 67.CTX						
f. Predictors: (Constant), HDI, 95.Sector, 88.Sex, 97.Categ_hotel, 93.Edu, 94.Inc, 87.Age, 96.Freq_hotel, 50.LTO, 51.POLY, 54.SPA, 67.CTX, 69.NOR						
g. Predictors: (Constant), HDI, 95.Sector, 88.Sex, 97.Categ_hotel, 93.Edu, 94.Inc, 87.Age, 96.Freq_hotel, 50.LTO, 51.POLY, 54.SPA, 67.CTX, 69.NOR, 73.HAC						
h. Predictors: (Constant), HDI, 95.Sector, 88.Sex, 97.Categ_hotel, 93.Edu, 94.Inc, 87.Age, 96.Freq_hotel, 50.LTO, 51.POLY, 54.SPA, 67.CTX, 69.NOR, 73.HAC, 76.HUN						
i. Predictors: (Constant), HDI, 95.Sector, 88.Sex, 97.Categ_hotel, 93.Edu, 94.Inc, 87.Age, 96.Freq_hotel, 50.LTO, 51.POLY, 54.SPA, 67.CTX, 69.NOR, 73.HAC, 76.HUN, 86.NvE, 85.UvP, 84.AvA, 80.HIE, 78.IND, 81.EvA						

Coefficients ^a									
Model		Unstandardized coefficients		Standardized coefficients	t	Sig.	Correlations		
		B	Std. Error	Beta			Zero-order	Partial	Part
1	(Constant)	,379	,398		,952	,341			
	87.Age	,024	,039	,022	,619	,536	,035	,018	,017
	88.Sex	,084	,059	,042	1,417	,157	,036	,041	,040
	93.Edu	,083	,036	,076	2,328	,020	,052	,067	,066
	94.Inc	-,036	,037	-,031	-,976	,329	,012	-,028	-,027
	95.Sector	,117	,147	,022	,794	,427	,028	,023	,022
	96.Freq_hotel	-,132	,039	-,123	-3,356	,001	-,016	-,096	-,095
	97.Categ_hotel	,163	,029	,194	5,720	,000	,137	,162	,161
	IDH	-1,133	,431	-,077	-2,627	,009	-,079	-,075	-,074
2	(Constant)	-,891	,381		-2,337	,020			
	87.Age	,035	,037	,031	,960	,337	,035	,028	,025
	88.Sex	,044	,055	,022	,802	,423	,036	,023	,021
	93.Edu	,064	,033	,058	1,910	,056	,052	,055	,050
	94.Inc	-,049	,034	-,043	-1,459	,145	,012	-,042	-,038
	95.Sector	,183	,136	,035	1,344	,179	,028	,039	,035
	96.Freq_hotel	-,103	,037	-,097	-2,827	,005	-,016	-,081	-,074

	97.Categ hotel	,127	,027	,151	4,775	,000	,137	,136	,125
	IDH	-1,302	,402	-,088	-3,241	,001	-,079	-,093	-,085
	50.LTO	,169	,019	,247	8,806	,000	,329	,246	,230
	51.POLY	,128	,017	,208	7,376	,000	,298	,208	,193
3	(Constant)	-,939	,384		-2,447	,015			
	87.Age	,038	,037	,033	1,029	,304	,035	,030	,027
	88.Sex	,045	,055	,023	,821	,412	,036	,024	,021
	93.Edu	,065	,033	,060	1,958	,051	,052	,056	,051
	94.Inc	-,047	,034	-,041	-1,393	,164	,012	-,040	-,036
	95.Sector	,181	,136	,035	1,329	,184	,028	,038	,035
	96.Freq hotel	-,103	,037	-,096	-2,813	,005	-,016	-,081	-,073
	97.Categ hotel	,126	,027	,150	4,758	,000	,137	,136	,124
	IDH	-1,300	,402	-,088	-3,237	,001	-,079	-,093	-,085
	50.LTO	,167	,019	,243	8,619	,000	,329	,241	,225
	51.POLY	,126	,017	,205	7,261	,000	,298	,205	,190
	54.SPA	,016	,015	,030	1,111	,267	,091	,032	,029
4	(Constant)	-1,256	,387		-3,241	,001			
	87.Age	,048	,036	,042	1,320	,187	,035	,038	,034
	88.Sex	,042	,054	,021	,764	,445	,036	,022	,020
	93.Edu	,056	,033	,051	1,684	,093	,052	,048	,044
	94.Inc	-,045	,034	-,039	-1,329	,184	,012	-,038	-,034
	95.Sector	,209	,135	,040	1,545	,123	,028	,044	,040
	96.Freq hotel	-,105	,036	-,098	-2,896	,004	-,016	-,083	-,075
	97.Categ hotel	,128	,026	,152	4,861	,000	,137	,139	,126
	IDH	-1,224	,399	-,083	-3,070	,002	-,079	-,088	-,080
	50.LTO	,152	,019	,222	7,816	,000	,329	,220	,202
	51.POLY	,121	,017	,196	6,985	,000	,298	,197	,181
	54.SPA	,010	,014	,018	,660	,509	,091	,019	,017
5	67.CTX	,074	,017	,120	4,453	,000	,201	,127	,115
	(Constant)	-1,582	,392		-4,032	,000			
	87.Age	,050	,036	,044	1,388	,166	,035	,040	,036
	88.Sex	,049	,054	,025	,912	,362	,036	,026	,023
	93.Edu	,064	,033	,058	1,930	,054	,052	,056	,050
	94.Inc	-,040	,033	-,035	-1,200	,230	,012	-,035	-,031
	95.Sector	,221	,135	,042	1,640	,101	,028	,047	,042
	96.Freq hotel	-,105	,036	-,098	-2,924	,004	-,016	-,084	-,075
	97.Categ hotel	,126	,026	,150	4,817	,000	,137	,138	,124
	IDH	-1,113	,397	-,075	-2,803	,005	-,079	-,081	-,072
	50.LTO	,143	,019	,209	7,355	,000	,329	,207	,189
	51.POLY	,113	,017	,184	6,556	,000	,298	,186	,169
6	54.SPA	,005	,014	,009	,328	,743	,091	,009	,008
	67.CTX	,060	,017	,098	3,596	,000	,201	,103	,093
	69.NOR	,072	,017	,116	4,257	,000	,220	,122	,110
	(Constant)	-1,573	,393		-4,005	,000			
	87.Age	,050	,036	,044	1,385	,166	,035	,040	,036
	88.Sex	,047	,054	,024	,865	,387	,036	,025	,022
	93.Edu	,063	,033	,058	1,917	,055	,052	,055	,049
	94.Inc	-,040	,033	-,035	-1,207	,228	,012	-,035	-,031
	95.Sector	,219	,135	,042	1,631	,103	,028	,047	,042
	96.Freq hotel	-,105	,036	-,098	-2,914	,004	-,016	-,084	-,075

	97.Categ hotel	,125	,026	,148	4,765	,000	,137	,136	,123
	IDH	-1,092	,398	-,074	-2,740	,006	-,079	-,079	-,071
	50.LTO	,143	,019	,209	7,365	,000	,329	,208	,190
	51.POLY	,114	,017	,185	6,579	,000	,298	,186	,169
	54.SPA	,006	,015	,011	,423	,672	,091	,012	,011
	67.CTX	,061	,017	,100	3,643	,000	,201	,105	,094
	69.NOR	,073	,017	,116	4,258	,000	,220	,122	,110
	73.HAC	-,009	,014	-,016	-,607	,544	,032	-,018	-,016
7	(Constant)	-1,631	,396		-4,115	,000			
	87.Age	,053	,036	,047	1,454	,146	,035	,042	,037
	88.Sex	,051	,054	,026	,933	,351	,036	,027	,024
	93.Edu	,063	,033	,058	1,910	,056	,052	,055	,049
	94.Inc	-,040	,033	-,035	-1,209	,227	,012	-,035	-,031
	95.Sector	,223	,135	,043	1,659	,097	,028	,048	,043
	96.Freq hotel	-,103	,036	-,096	-2,860	,004	-,016	-,082	-,074
	97.Categ hotel	,124	,026	,148	4,735	,000	,137	,135	,122
	IDH	-1,053	,400	-,071	-2,632	,009	-,079	-,076	-,068
	50.LTO	,143	,019	,208	7,334	,000	,329	,207	,189
	51.POLY	,114	,017	,185	6,566	,000	,298	,186	,169
	54.SPA	,004	,015	,007	,239	,811	,091	,007	,006
	67.CTX	,060	,017	,097	3,515	,000	,201	,101	,090
	69.NOR	,069	,017	,110	3,973	,000	,220	,114	,102
	73.HAC	-,010	,014	-,019	-,701	,483	,032	-,020	-,018
	76.HUN	,016	,015	,030	1,074	,283	,124	,031	,028
8	(Constant)	-1,704	,407		-4,187	,000			
	87.Age	,039	,036	,035	1,072	,284	,035	,031	,027
	88.Sex	,049	,054	,025	,908	,364	,036	,026	,023
	93.Edu	,055	,033	,051	1,681	,093	,052	,049	,043
	94.Inc	-,047	,033	-,041	-1,407	,160	,012	-,041	-,036
	95.Sector	,189	,135	,036	1,406	,160	,028	,041	,036
	96.Freq hotel	-,101	,036	-,095	-2,813	,005	-,016	-,081	-,072
	97.Categ hotel	,123	,026	,146	4,696	,000	,137	,135	,120
	IDH	-1,089	,407	-,074	-2,678	,008	-,079	-,077	-,068
	50.LTO	,134	,019	,196	6,902	,000	,329	,196	,176
	51.POLY	,107	,017	,175	6,216	,000	,298	,177	,159
	54.SPA	,011	,015	,021	,733	,464	,091	,021	,019
	67.CTX	,055	,017	,090	3,253	,001	,201	,094	,083
	69.NOR	,059	,018	,095	3,370	,001	,220	,097	,086
	73.HAC	-,015	,015	-,029	-1,030	,303	,032	-,030	-,026
	76.HUN	-,001	,017	-,002	-,065	,948	,124	-,002	-,002
	78.IND	,057	,019	,087	2,947	,003	,180	,085	,075
	80.HIE	,023	,019	,038	1,215	,224	,062	,035	,031
	81.EvA	-,039	,020	-,063	-1,991	,047	-,015	-,057	-,051
	84.AvA	,034	,017	,056	1,979	,048	,142	,057	,051
	85.UvP	-,024	,015	-,047	-1,607	,108	-,031	-,046	-,041
	86.NvE	,006	,013	,013	,468	,640	,114	,014	,012
a. Dependent variable: Degree of customer involvement									

• **Hierarchical Multiple Regression: Convenience level (dependent variable)**

Model summary									
Model	R	R square	Adjusted R square	Std. Error of estimate	Change statistics				
					R square change	F change	df1	df2	Sig. F change
1	,273 ^a	,074	,068	,47886936	,074	11,324	8	1128	,000
2	,317 ^b	,101	,093	,47244607	,026	16,440	2	1126	,000
3	,320 ^c	,102	,093	,47225756	,002	1,899	1	1125	,168
4	,322 ^d	,104	,094	,47203795	,002	2,047	1	1124	,153
5	,335 ^e	,112	,102	,46998126	,009	10,859	1	1123	,001
6	,335 ^f	,112	,101	,47019045	,000	,001	1	1122	,975
7	,335 ^g	,112	,100	,47039812	,000	,010	1	1121	,922
8	,394 ^h	,155	,140	,46006054	,043	9,491	6	1115	,000
a. Predictors: (Constant), HDI, 95.Sector, 88.Sex, 97.Categ_hotel, 93.Edu, 94.Inc, 87.Age, 96.Freq_hotel									
b. Predictors: (Constant), HDI, 95.Sector, 88.Sex, 97.Categ_hotel, 93.Edu, 94.Inc, 87.Age, 96.Freq_hotel, 50.LTO, 51.POLY									
c. Predictors: (Constant), HDI, 95.Sector, 88.Sex, 97.Categ_hotel, 93.Edu, 94.Inc, 87.Age, 96.Freq_hotel, 50.LTO, 51.POLY, 54.SPA									
d. Predictors: (Constant), HDI, 95.Sector, 88.Sex, 97.Categ_hotel, 93.Edu, 94.Inc, 87.Age, 96.Freq_hotel, 50.LTO, 51.POLY, 54.SPA, 67.CTX									
e. Predictors: (Constant), HDI, 95.Sector, 88.Sex, 97.Categ_hotel, 93.Edu, 94.Inc, 87.Age, 96.Freq_hotel, 50.LTO, 51.POLY, 54.SPA, 67.CTX, 69.NOR									
f. Predictors: (Constant), HDI, 95.Sector, 88.Sex, 97.Categ_hotel, 93.Edu, 94.Inc, 87.Age, 96.Freq_hotel, 50.LTO, 51.POLY, 54.SPA, 67.CTX, 69.NOR, 73.HAC									
g. Predictors: (Constant), HDI, 95.Sector, 88.Sex, 97.Categ_hotel, 93.Edu, 94.Inc, 87.Age, 96.Freq_hotel, 50.LTO, 51.POLY, 54.SPA, 67.CTX, 69.NOR, 73.HAC, 76.HUN									
h. Predictors: (Constant), HDI, 95.Sector, 88.Sex, 97.Categ_hotel, 93.Edu, 94.Inc, 87.Age, 96.Freq_hotel, 50.LTO, 51.POLY, 54.SPA, 67.CTX, 69.NOR, 73.HAC, 76.HUN, 86.NvE, 85.UvP, 84.AvA, 80.HIE, 78.IND, 81.EvA									

ANOVA ^a						
Model		Sum of square	df	Mean square	F	Sig.
1	Regression	20,773	8	2,597	11,324	,000 ^b
	Residual	258,668	1128	,229		
	Total	279,442	1136			
2	Regression	28,113	10	2,811	12,595	,000 ^c
	Residual	251,329	1126	,223		
	Total	279,442	1136			
3	Regression	28,536	11	2,594	11,632	,000 ^d
	Residual	250,906	1125	,223		
	Total	279,442	1136			
4	Regression	28,992	12	2,416	10,843	,000 ^e
	Residual	250,449	1124	,223		
	Total	279,442	1136			
5	Regression	31,391	13	2,415	10,932	,000 ^f
	Residual	248,051	1123	,221		
	Total	279,442	1136			
6	Regression	31,391	14	2,242	10,142	,000 ^g
	Residual	248,051	1122	,221		
	Total	279,442	1136			

7	Regression	31,393	15	2,093	9,458	,000 ^h
	Residual	248,049	1121	,221		
	Total	279,442	1136			
8	Regression	43,446	21	2,069	9,775	,000 ⁱ
	Residual	235,996	1115	,212		
	Total	279,442	1136			
a. Dependent variable: Convenience level						
b. Predictors: (Constant), HDI, 95.Sector, 88.Sex, 97.Categ_hotel, 93.Edu, 94.Inc, 87.Age, 96.Freq_hotel						
c. Predictors: (Constant), HDI, 95.Sector, 88.Sex, 97.Categ_hotel, 93.Edu, 94.Inc, 87.Age, 96.Freq_hotel, 50.LTO, 51.POLY						
d. Predictors: (Constant), HDI, 95.Sector, 88.Sex, 97.Categ_hotel, 93.Edu, 94.Inc, 87.Age, 96.Freq_hotel, 50.LTO, 51.POLY, 54.SPA						
e. Predictors: (Constant), HDI, 95.Sector, 88.Sex, 97.Categ_hotel, 93.Edu, 94.Inc, 87.Age, 96.Freq_hotel, 50.LTO, 51.POLY, 54.SPA, 67.CTX						
f. Predictors: (Constant), HDI, 95.Sector, 88.Sex, 97.Categ_hotel, 93.Edu, 94.Inc, 87.Age, 96.Freq_hotel, 50.LTO, 51.POLY, 54.SPA, 67.CTX, 69.NOR						
g. Predictors: (Constant), HDI, 95.Sector, 88.Sex, 97.Categ_hotel, 93.Edu, 94.Inc, 87.Age, 96.Freq_hotel, 50.LTO, 51.POLY, 54.SPA, 67.CTX, 69.NOR, 73.HAC						
h. Predictors: (Constant), HDI, 95.Sector, 88.Sex, 97.Categ_hotel, 93.Edu, 94.Inc, 87.Age, 96.Freq_hotel, 50.LTO, 51.POLY, 54.SPA, 67.CTX, 69.NOR, 73.HAC, 76.HUN						
i. Predictors: (Constant), HDI, 95.Sector, 88.Sex, 97.Categ_hotel, 93.Edu, 94.Inc, 87.Age, 96.Freq_hotel, 50.LTO, 51.POLY, 54.SPA, 67.CTX, 69.NOR, 73.HAC, 76.HUN, 86.NvE, 85.UvP, 84.AvA, 80.HIE, 78.IND, 81.EvA						

Coefficients ^a									
Model		Unstandardized coefficients		Standardized coefficients	t	Sig.	Correlations		
		B	Std. Error	Beta			Zero-order	Partial	Part
1	(Constant)	,696	,208		3,353	,001			
	87.Age	-,031	,020	-,055	-1,553	,121	-,041	-,046	-,044
	88.Sex	,142	,030	,142	4,696	,000	,142	,138	,135
	93.Edu	,032	,019	,058	1,738	,082	,006	,052	,050
	94.Inc	-,008	,019	-,014	-,424	,671	,022	-,013	-,012
	95.Sector	,058	,077	,022	,754	,451	,019	,022	,022
	96.Freq_hotel	-,025	,020	-,047	-1,253	,211	,004	-,037	-,036
	97.Categ_hotel	,086	,015	,200	5,797	,000	,156	,170	,166
	IDH	-1,039	,224	-,138	-4,640	,000	-,148	-,137	-,133
2	(Constant)	,323	,218		1,478	,140			
	87.Age	-,028	,020	-,049	-1,415	,157	-,041	-,042	-,040
	88.Sex	,133	,030	,133	4,450	,000	,142	,131	,126
	93.Edu	,031	,018	,055	1,682	,093	,006	,050	,048
	94.Inc	-,011	,018	-,018	-,568	,570	,022	-,017	-,016
	95.Sector	,075	,076	,028	,976	,329	,019	,029	,028
	96.Freq_hotel	-,024	,020	-,044	-1,203	,229	,004	-,036	-,034
	97.Categ_hotel	,078	,015	,183	5,360	,000	,156	,158	,151
	IDH	-1,014	,222	-,135	-4,565	,000	-,148	-,135	-,129
	50.LTO	,032	,011	,087	2,962	,003	,142	,088	,084
	51.POLY	,039	,010	,120	4,069	,000	,155	,120	,115

3	(Constant)	,363	,220		1,648	,100			
	87.Age	-,030	,020	-,053	-1,504	,133	-,041	-,045	-,042
	88.Sex	,133	,030	,133	4,429	,000	,142	,131	,125
	93.Edu	,030	,018	,053	1,606	,109	,006	,048	,045
	94.Inc	-,012	,019	-,021	-,647	,518	,022	-,019	-,018
	95.Sector	,078	,076	,029	1,018	,309	,019	,030	,029
	96.Freq_hotel	-,024	,020	-,045	-1,221	,222	,004	-,036	-,034
	97.Categ_hotel	,079	,015	,184	5,394	,000	,156	,159	,152
	IDH	-1,020	,222	-,135	-4,594	,000	-,148	-,136	-,130
	50.LTO	,033	,011	,090	3,043	,002	,142	,090	,086
	51.POLY	,040	,010	,122	4,141	,000	,155	,123	,117
	54.SPA	-,011	,008	-,040	-1,378	,168	-,013	-,041	-,039
4	(Constant)	,284	,227		1,253	,211			
	87.Age	-,028	,020	-,049	-1,382	,167	-,041	-,041	-,039
	88.Sex	,132	,030	,132	4,422	,000	,142	,131	,125
	93.Edu	,028	,018	,050	1,522	,128	,006	,045	,043
	94.Inc	-,011	,019	-,019	-,603	,546	,022	-,018	-,017
	95.Sector	,084	,076	,031	1,104	,270	,019	,033	,031
	96.Freq_hotel	-,026	,020	-,047	-1,274	,203	,004	-,038	-,036
	97.Categ_hotel	,079	,015	,185	5,425	,000	,156	,160	,153
	IDH	-,994	,223	-,132	-4,463	,000	-,148	-,132	-,126
	50.LTO	,032	,011	,085	2,871	,004	,142	,085	,081
	51.POLY	,040	,010	,120	4,097	,000	,155	,121	,116
	54.SPA	-,012	,008	-,043	-1,495	,135	-,013	-,045	-,042
5	(Constant)	,111	,232		,480	,631			
	87.Age	-,026	,020	-,046	-1,324	,186	-,041	-,039	-,037
	88.Sex	,138	,030	,137	4,606	,000	,142	,136	,130
	93.Edu	,033	,018	,058	1,767	,077	,006	,053	,050
	94.Inc	-,009	,018	-,015	-,464	,643	,022	-,014	-,013
	95.Sector	,086	,076	,032	1,134	,257	,019	,034	,032
	96.Freq_hotel	-,026	,020	-,048	-1,299	,194	,004	-,039	-,037
	97.Categ_hotel	,078	,015	,182	5,368	,000	,156	,158	,151
	IDH	-,936	,222	-,124	-4,209	,000	-,148	-,125	-,118
	50.LTO	,029	,011	,079	2,658	,008	,142	,079	,075
	51.POLY	,037	,010	,113	3,844	,000	,155	,114	,108
	54.SPA	-,013	,008	-,049	-1,719	,086	-,013	-,051	-,048
6	(Constant)	,111	,232		,477	,633			
	87.Age	-,026	,020	-,046	-1,323	,186	-,041	-,039	-,037
	88.Sex	,138	,030	,137	4,589	,000	,142	,136	,129
	93.Edu	,033	,018	,058	1,767	,078	,006	,053	,050
	94.Inc	-,009	,018	-,015	-,463	,643	,022	-,014	-,013
	95.Sector	,086	,076	,032	1,134	,257	,019	,034	,032
	96.Freq_hotel	-,026	,020	-,048	-1,298	,194	,004	-,039	-,037
	97.Categ_hotel	,078	,015	,182	5,358	,000	,156	,158	,151
	IDH	-,937	,223	-,124	-4,198	,000	-,148	-,124	-,118
	50.LTO	,029	,011	,079	2,657	,008	,142	,079	,075
	51.POLY	,037	,010	,113	3,835	,000	,155	,114	,108

	54.SPA	-,014	,008	-,050	-1,701	,089	-,013	-,051	-,048
	67.CTX	,009	,009	,028	,950	,343	,071	,028	,027
	69.NOR	,032	,010	,096	3,294	,001	,128	,098	,093
	73.HAC	,000	,008	,001	,031	,975	-,024	,001	,001
7	(Constant)	,114	,235		,486	,627			
	87.Age	-,027	,020	-,047	-1,326	,185	-,041	-,040	-,037
	88.Sex	,137	,030	,137	4,565	,000	,142	,135	,128
	93.Edu	,033	,018	,058	1,767	,078	,006	,053	,050
	94.Inc	-,009	,018	-,015	-,464	,643	,022	-,014	-,013
	95.Sector	,086	,076	,032	1,132	,258	,019	,034	,032
	96.Freq hotel	-,026	,020	-,048	-1,301	,194	,004	-,039	-,037
	97.Categ hotel	,078	,015	,182	5,356	,000	,156	,158	,151
	IDH	-,939	,224	-,125	-4,185	,000	-,148	-,124	-,118
	50.LTO	,029	,011	,079	2,657	,008	,142	,079	,075
	51.POLY	,037	,010	,113	3,834	,000	,155	,114	,108
	54.SPA	-,013	,008	-,049	-1,662	,097	-,013	-,050	-,047
	67.CTX	,009	,009	,028	,954	,340	,071	,028	,027
	69.NOR	,032	,010	,097	3,265	,001	,128	,097	,092
	73.HAC	,000	,008	,001	,038	,970	-,024	,001	,001
	76.HUN	-,001	,008	-,003	-,098	,922	,036	-,003	-,003
8	(Constant)	,119	,239		,499	,618			
	87.Age	-,035	,020	-,061	-1,770	,077	-,041	-,053	-,049
	88.Sex	,131	,030	,131	4,423	,000	,142	,131	,122
	93.Edu	,028	,018	,051	1,569	,117	,006	,047	,043
	94.Inc	-,017	,018	-,030	-,952	,341	,022	-,028	-,026
	95.Sector	,042	,075	,016	,559	,576	,019	,017	,015
	96.Freq hotel	-,026	,020	-,048	-1,324	,186	,004	-,040	-,036
	97.Categ hotel	,077	,014	,179	5,354	,000	,156	,158	,147
	IDH	-1,009	,224	-,134	-4,495	,000	-,148	-,133	-,124
	50.LTO	,026	,011	,070	2,416	,016	,142	,072	,066
	51.POLY	,034	,010	,104	3,613	,000	,155	,108	,099
	54.SPA	-,002	,008	-,007	-,240	,810	-,013	-,007	-,007
	67.CTX	,011	,009	,034	1,181	,238	,071	,035	,033
	69.NOR	,027	,010	,083	2,833	,005	,128	,085	,078
	73.HAC	,002	,008	,009	,295	,768	-,024	,009	,008
	76.HUN	-,007	,009	-,027	-,824	,410	,036	-,025	-,023
	78.IND	,044	,011	,125	4,066	,000	,124	,121	,112
	80.HIE	,003	,010	,011	,328	,743	-,043	,010	,009
	81.EvA	-,040	,011	-,126	-3,719	,000	-,120	-,111	-,102
	84.AvA	,019	,009	,060	2,016	,044	,052	,060	,055
	85.UvP	-,029	,008	-,112	-3,579	,000	-,139	-,107	-,098
	86.NvE	,000	,007	-,002	-,056	,956	,031	-,002	-,002
a. Dependent variable: Level of convenience									

- **Hierarchical Multiple Regression: Contact personnel performance (dependent variable)**

Model summary									
Model	R	R square	Adjusted R square	Std. Error of estimate	Change statistics				
					R square change	F change	df 1	df2	Sig. F change
1	,225 ^a	,051	,044	,66068489	,051	7,654	8	1150	,000
2	,328 ^b	,107	,100	,64116350	,057	36,547	2	1148	,000
3	,328 ^c	,107	,099	,64143014	,000	,046	1	1147	,831
4	,334 ^d	,112	,102	,64020806	,004	5,383	1	1146	,021
5	,368 ^e	,136	,126	,63172862	,024	31,971	1	1145	,000
6	,369 ^f	,136	,125	,63193251	,000	,261	1	1144	,609
7	,371 ^g	,138	,127	,63148899	,002	2,608	1	1143	,107
8	,431 ^h	,186	,170	,61541836	,048	11,079	6	1137	,000
a. Predictors: (Constant), HDI, 95.Sector, 88.Sex, 97.Categ_hotel, 93.Edu, 94.Inc, 87.Age, 96.Freq_hotel									
b. Predictors: (Constant), HDI, 95.Sector, 88.Sex, 97.Categ_hotel, 93.Edu, 94.Inc, 87.Age, 96.Freq_hotel									
c. Predictors: (Constant), HDI, 95.Sector, 88.Sex, 97.Categ_hotel, 93.Edu, 94.Inc, 87.Age, 96.Freq_hotel, 50.LTO, 51.POLY									
d. Predictors: (Constant), HDI, 95.Sector, 88.Sex, 97.Categ_hotel, 93.Edu, 94.Inc, 87.Age, 96.Freq_hotel, 50.LTO, 51.POLY, 54.SPA									
e. Predictors: (Constant), HDI, 95.Sector, 88.Sex, 97.Categ_hotel, 93.Edu, 94.Inc, 87.Age, 96.Freq_hotel, 50.LTO, 51.POLY, 54.SPA, 67.CTX									
f. Predictors: (Constant), HDI, 95.Sector, 88.Sex, 97.Categ_hotel, 93.Edu, 94.Inc, 87.Age, 96.Freq_hotel, 50.LTO, 51.POLY, 54.SPA, 67.CTX, 69.NOR									
g. Predictors: (Constant), HDI, 95.Sector, 88.Sex, 97.Categ_hotel, 93.Edu, 94.Inc, 87.Age, 96.Freq_hotel, 50.LTO, 51.POLY, 54.SPA, 67.CTX, 69.NOR, 73.HAC									
h. Predictors: (Constant), HDI, 95.Sector, 88.Sex, 97.Categ_hotel, 93.Edu, 94.Inc, 87.Age, 96.Freq_hotel, 50.LTO, 51.POLY, 54.SPA, 67.CTX, 69.NOR, 73.HAC, 76.HUN									

ANOVA ^a						
Model		Sum of square	df	Mean square	F	Sig.
1	Regression	26,727	8	3,341	7,654	,000 ^b
	Residual	501,980	1150	,437		
	Total	528,707	1158			
2	Regression	56,775	10	5,678	13,811	,000 ^c
	Residual	471,932	1148	,411		
	Total	528,707	1158			
3	Regression	56,794	11	5,163	12,549	,000 ^d
	Residual	471,913	1147	,411		
	Total	528,707	1158			
4	Regression	59,001	12	4,917	11,996	,000 ^e
	Residual	469,707	1146	,410		
	Total	528,707	1158			
5	Regression	71,760	13	5,520	13,832	,000 ^f
	Residual	456,948	1145	,399		
	Total	528,707	1158			
6	Regression	71,864	14	5,133	12,854	,000 ^g
	Residual	456,843	1144	,399		

	Total	528,707	1158			
7	Regression	72,904	15	4,860	12,188	,000 ^h
	Residual	455,804	1143	,399		
	Total	528,707	1158			
8	Regression	98,080	21	4,670	12,332	,000 ⁱ
	Residual	430,627	1137	,379		
	Total	528,707	1158			
a. Dependent variable: Contact personnel performance						
b. Predictors: (Constant), HDI, 95.Sector, 88.Sex, 97.Categ_hotel, 93.Edu, 94.Inc, 87.Age, 96.Freq_hotel						
c. Predictors: (Constant), HDI, 95.Sector, 88.Sex, 97.Categ_hotel, 93.Edu, 94.Inc, 87.Age, 96.Freq_hotel, 50.LTO, 51.POLY						
d. Predictors: (Constant), HDI, 95.Sector, 88.Sex, 97.Categ_hotel, 93.Edu, 94.Inc, 87.Age, 96.Freq_hotel, 50.LTO, 51.POLY, 54.SPA						
e. Predictors: (Constant), HDI, 95.Sector, 88.Sex, 97.Categ_hotel, 93.Edu, 94.Inc, 87.Age, 96.Freq_hotel, 50.LTO, 51.POLY, 54.SPA, 67.CTX						
f. Predictors: (Constant), HDI, 95.Sector, 88.Sex, 97.Categ_hotel, 93.Edu, 94.Inc, 87.Age, 96.Freq_hotel, 50.LTO, 51.POLY, 54.SPA, 67.CTX, 69.NOR						
g. Predictors: (Constant), HDI, 95.Sector, 88.Sex, 97.Categ_hotel, 93.Edu, 94.Inc, 87.Age, 96.Freq_hotel, 50.LTO, 51.POLY, 54.SPA, 67.CTX, 69.NOR, 73.HAC						
h. Predictors: (Constant), HDI, 95.Sector, 88.Sex, 97.Categ_hotel, 93.Edu, 94.Inc, 87.Age, 96.Freq_hotel, 50.LTO, 51.POLY, 54.SPA, 67.CTX, 69.NOR, 73.HAC, 76.HUN						
i. Predictors: (Constant), HDI, 95.Sector, 88.Sex, 97.Categ_hotel, 93.Edu, 94.Inc, 87.Age, 96.Freq_hotel, 50.LTO, 51.POLY, 54.SPA, 67.CTX, 69.NOR, 73.HAC, 76.HUN, 86.NvE, 85.UvP, 84.AvA, 80.HIE, 78.IND, 81.EvA						

Coefficients ^a									
Model		Unstandardized coefficients		Standardized coefficients	t	Sig.	Correlations		
		B	Std. Error	Beta			Zero-order	Partial	Part
1	(Constant)	,590	,281		2,098	,036			
	87.Age	,032	,028	,041	1,144	,253	,076	,034	,033
	88.Sex	,145	,041	,106	3,495	,000	,075	,103	,100
	93.Edu	,065	,025	,086	2,563	,011	,088	,075	,074
	94.Inc	-,015	,025	-,019	-,594	,553	,046	-,018	-,017
	95.Sector	-,114	,104	-,031	-1,090	,276	-,031	-,032	-,031
	96.Freq_hotel	-,015	,028	-,020	-,535	,593	,071	-,016	-,015
	97.Categ_hotel	,091	,020	,155	4,518	,000	,161	,132	,130
	IDH	-,973	,305	-,095	-3,189	,001	-,088	-,094	-,092
2	(Constant)	-,126	,288		-,438	,662			
	87.Age	,038	,027	,049	1,424	,155	,076	,042	,040
	88.Sex	,129	,040	,094	3,205	,001	,075	,094	,089
	93.Edu	,059	,025	,078	2,404	,016	,088	,071	,067
	94.Inc	-,021	,025	-,027	-,851	,395	,046	-,025	-,024
	95.Sector	-,095	,101	-,026	-,942	,346	-,031	-,028	-,026
	96.Freq_hotel	-,008	,027	-,010	-,282	,778	,071	-,008	-,008
	97.Categ_hotel	,075	,020	,127	3,806	,000	,161	,112	,106
	IDH	-,939	,298	-,092	-3,158	,002	-,088	-,093	-,088
	50.LTO	,078	,015	,156	5,366	,000	,204	,156	,150

3	51.POLY	,066	,013	,148	5,074	,000	,205	,148	,141
	(Constant)	-,118	,291		-,405	,685			
	87.Age	,038	,027	,049	1,406	,160	,076	,041	,039
	88.Sex	,129	,040	,094	3,201	,001	,075	,094	,089
	93.Edu	,059	,025	,078	2,391	,017	,088	,070	,067
	94.Inc	-,021	,025	-,027	-,860	,390	,046	-,025	-,024
	95.Sector	-,095	,101	-,026	-,936	,350	-,031	-,028	-,026
	96.Freq hotel	-,008	,027	-,010	-,283	,777	,071	-,008	-,008
	97.Categ hotel	,075	,020	,127	3,807	,000	,161	,112	,106
	IDH	-,941	,298	-,092	-3,160	,002	-,088	-,093	-,088
	50.LTO	,079	,015	,157	5,364	,000	,204	,156	,150
	51.POLY	,066	,013	,148	5,076	,000	,205	,148	,142
	54.SPA	-,002	,011	-,006	-,214	,831	,010	-,006	-,006
4	(Constant)	-,269	,297		-,906	,365			
	87.Age	,042	,027	,054	1,575	,116	,076	,046	,044
	88.Sex	,128	,040	,094	3,184	,001	,075	,094	,089
	93.Edu	,055	,025	,073	2,243	,025	,088	,066	,062
	94.Inc	-,020	,025	-,025	-,810	,418	,046	-,024	-,023
	95.Sector	-,084	,101	-,023	-,828	,408	-,031	-,024	-,023
	96.Freq hotel	-,009	,027	-,012	-,340	,734	,071	-,010	-,009
	97.Categ hotel	,075	,020	,129	3,853	,000	,161	,113	,107
	IDH	-,893	,298	-,087	-2,998	,003	-,088	-,088	-,083
	50.LTO	,074	,015	,148	5,023	,000	,204	,147	,140
	51.POLY	,065	,013	,145	4,973	,000	,205	,145	,138
	54.SPA	-,005	,011	-,012	-,429	,668	,010	-,013	-,012
	67.CTX	,029	,012	,066	2,320	,021	,107	,068	,065
5	(Constant)	-,659	,301		-2,186	,029			
	87.Age	,045	,027	,058	1,702	,089	,076	,050	,047
	88.Sex	,140	,040	,102	3,518	,000	,075	,103	,097
	93.Edu	,064	,024	,084	2,614	,009	,088	,077	,072
	94.Inc	-,015	,024	-,020	-,633	,527	,046	-,019	-,017
	95.Sector	-,074	,100	-,020	-,738	,461	-,031	-,022	-,020
	96.Freq hotel	-,010	,026	-,013	-,370	,711	,071	-,011	-,010
	97.Categ hotel	,073	,019	,124	3,769	,000	,161	,111	,104
	IDH	-,756	,295	-,074	-2,565	,010	-,088	-,076	-,070
	50.LTO	,068	,015	,136	4,660	,000	,204	,136	,128
	51.POLY	,059	,013	,132	4,579	,000	,205	,134	,126
	54.SPA	-,009	,011	-,024	-,847	,397	,010	-,025	-,023
	67.CTX	,019	,012	,043	1,508	,132	,107	,045	,041
	69.NOR	,072	,013	,161	5,654	,000	,197	,165	,155
6	(Constant)	-,649	,302		-2,151	,032			
	87.Age	,045	,027	,058	1,699	,090	,076	,050	,047
	88.Sex	,138	,040	,101	3,464	,001	,075	,102	,095
	93.Edu	,064	,024	,084	2,602	,009	,088	,077	,072
	94.Inc	-,016	,024	-,020	-,638	,524	,046	-,019	-,018
	95.Sector	-,074	,100	-,021	-,743	,457	-,031	-,022	-,020
	96.Freq hotel	-,010	,026	-,013	-,361	,718	,071	-,011	-,010
	97.Categ hotel	,072	,019	,123	3,726	,000	,161	,109	,102
	IDH	-,745	,296	-,073	-2,520	,012	-,088	-,074	-,069
	50.LTO	,068	,015	,136	4,661	,000	,204	,137	,128

	51.POLY	,059	,013	,133	4,599	,000	,205	,135	,126
	54.SPA	-,008	,011	-,022	-,760	,448	,010	-,022	-,021
	67.CTX	,019	,012	,045	1,556	,120	,107	,046	,043
	69.NOR	,072	,013	,161	5,643	,000	,197	,165	,155
	73.HAC	-,005	,010	-,014	-,511	,609	-,017	-,015	-,014
7	(Constant)	-,725	,305		-2,375	,018			
	87.Age	,048	,027	,062	1,817	,069	,076	,054	,050
	88.Sex	,142	,040	,104	3,572	,000	,075	,105	,098
	93.Edu	,063	,024	,083	2,586	,010	,088	,076	,071
	94.Inc	-,016	,024	-,020	-,641	,521	,046	-,019	-,018
	95.Sector	-,071	,100	-,020	-,707	,480	-,031	-,021	-,019
	96.Freq hotel	-,008	,026	-,010	-,284	,776	,071	-,008	-,008
	97.Categ hotel	,071	,019	,122	3,690	,000	,161	,109	,101
	IDH	-,696	,297	-,068	-2,342	,019	-,088	-,069	-,064
	50.LTO	,068	,015	,135	4,636	,000	,204	,136	,127
	51.POLY	,059	,013	,133	4,585	,000	,205	,134	,126
	54.SPA	-,011	,011	-,029	-1,011	,312	,010	-,030	-,028
	67.CTX	,018	,012	,041	1,414	,158	,107	,042	,039
	69.NOR	,068	,013	,153	5,284	,000	,197	,154	,145
	73.HAC	-,006	,010	-,018	-,629	,529	-,017	-,019	-,017
	76.HUN	,018	,011	,047	1,615	,107	,089	,048	,044
8	(Constant)	-,740	,311		-2,383	,017			
	87.Age	,033	,026	,042	1,237	,217	,076	,037	,033
	88.Sex	,132	,039	,097	3,380	,001	,075	,100	,090
	93.Edu	,057	,024	,075	2,395	,017	,088	,071	,064
	94.Inc	-,028	,024	-,036	-1,187	,236	,046	-,035	-,032
	95.Sector	-,134	,098	-,037	-1,367	,172	-,031	-,041	-,037
	96.Freq hotel	-,004	,026	-,006	-,173	,863	,071	-,005	-,005
	97.Categ hotel	,068	,019	,117	3,607	,000	,161	,106	,097
	IDH	-,778	,296	-,076	-2,624	,009	-,088	-,078	-,070
	50.LTO	,060	,014	,121	4,236	,000	,204	,125	,113
	51.POLY	,054	,013	,121	4,279	,000	,205	,126	,115
	54.SPA	,003	,011	,008	,267	,789	,010	,008	,007
	67.CTX	,018	,012	,042	1,503	,133	,107	,045	,040
	69.NOR	,061	,013	,137	4,800	,000	,197	,141	,128
	73.HAC	-,006	,010	-,017	-,594	,553	-,017	-,018	-,016
	76.HUN	,009	,012	,023	,736	,462	,089	,022	,020
	78.IND	,058	,014	,121	4,048	,000	,149	,119	,108
	80.HIE	,017	,013	,041	1,269	,205	-,003	,038	,034
	81.EvA	-,040	,014	-,094	-2,837	,005	-,101	-,084	-,076
	84.AvA	,040	,012	,092	3,186	,001	,114	,094	,085
	85.UvP	-,054	,011	-,154	-5,076	,000	-,151	-,149	-,136
	86.NvE	-,004	,009	-,013	-,444	,657	,048	-,013	-,012
a. Dependent variable: Contact personnel performance									

• **Hierarchical Multiple Regression: Complexity degree (dependent variable)**

Model summary									
Model	R	R square	Adjusted R square	Std. Error of estimate	Change statistics				
					R square change	F change	df ₁	df ₂	Sig. F change
1	,211 ^a	,044	,038	,86224617	,044	6,863	8	1184	,000
2	,439 ^b	,193	,186	,79299650	,149	108,909	2	1182	,000
3	,445 ^c	,198	,191	,79087872	,005	7,339	1	1181	,007
4	,461 ^d	,212	,204	,78417804	,014	21,269	1	1180	,000
5	,472 ^e	,223	,214	,77933919	,010	15,699	1	1179	,000
6	,474 ^f	,225	,215	,77863451	,002	3,135	1	1178	,077
7	,475 ^g	,226	,216	,77841194	,001	1,674	1	1177	,196
8	,494 ^h	,245	,231	,77087984	,019	4,852	6	1171	,000
a. Predictors: (Constant), HDI, 95.Sector, 88.Sex, 97.Categ_hotel, 93.Edu, 94.Inc, 87.Age, 96.Freq_hotel									
b. Predictors: (Constant), HDI, 95.Sector, 88.Sex, 97.Categ_hotel, 93.Edu, 94.Inc, 87.Age, 96.Freq_hotel, 50.LTO, 51.POLY									
c. Predictors: (Constant), HDI, 95.Sector, 88.Sex, 97.Categ_hotel, 93.Edu, 94.Inc, 87.Age, 96.Freq_hotel, 50.LTO, 51.POLY, 54.SPA									
d. Predictors: (Constant), HDI, 95.Sector, 88.Sex, 97.Categ_hotel, 93.Edu, 94.Inc, 87.Age, 96.Freq_hotel, 50.LTO, 51.POLY, 54.SPA, 67.CTX									
e. Predictors: (Constant), HDI, 95.Sector, 88.Sex, 97.Categ_hotel, 93.Edu, 94.Inc, 87.Age, 96.Freq_hotel, 50.LTO, 51.POLY, 54.SPA, 67.CTX, 69.NOR									
f. Predictors: (Constant), HDI, 95.Sector, 88.Sex, 97.Categ_hotel, 93.Edu, 94.Inc, 87.Age, 96.Freq_hotel, 50.LTO, 51.POLY, 54.SPA, 67.CTX, 69.NOR, 73.HAC									
g. Predictors: (Constant), HDI, 95.Sector, 88.Sex, 97.Categ_hotel, 93.Edu, 94.Inc, 87.Age, 96.Freq_hotel, 50.LTO, 51.POLY, 54.SPA, 67.CTX, 69.NOR, 73.HAC, 76.HUN									
h. Predictors: (Constant), HDI, 95.Sector, 88.Sex, 97.Categ_hotel, 93.Edu, 94.Inc, 87.Age, 96.Freq_hotel, 50.LTO, 51.POLY, 54.SPA, 67.CTX, 69.NOR, 73.HAC, 76.HUN, 86.NvE, 85.UvP, 84.AvA, 80.HIE, 78.IND, 81.EvA									

ANOVA ^a						
Model		Sum of square	df	Mean square	F	Sig.
1	Regression	40,822	8	5,103	6,863	,000 ^b
	Residual	880,267	1184	,743		
	Total	921,088	1192			
2	Regression	177,795	10	17,780	28,273	,000 ^c
	Residual	743,293	1182	,629		
	Total	921,088	1192			
3	Regression	182,386	11	16,581	26,508	,000 ^d
	Residual	738,703	1181	,625		
	Total	921,088	1192			
4	Regression	195,465	12	16,289	26,489	,000 ^e
	Residual	725,624	1180	,615		
	Total	921,088	1192			
5	Regression	205,000	13	15,769	25,963	,000 ^f
	Residual	716,089	1179	,607		
	Total	921,088	1192			
6	Regression	206,900	14	14,779	24,376	,000 ^g
	Residual	714,188	1178	,606		

	Total	921,088	1192			
7	Regression	207,914	15	13,861	22,876	,000 ^h
	Residual	713,174	1177	,606		
	Total	921,088	1192			
8	Regression	225,215	21	10,725	18,047	,000 ⁱ
	Residual	695,873	1171	,594		
	Total	921,088	1192			
a. Dependent variable: Complexity degree						
b. Predictors: (Constant), HDI, 95.Sector, 88.Sex, 97.Categ_hotel, 93.Edu, 94.Inc, 87.Age, 96.Freq_hotel						
c. Predictors: (Constant), HDI, 95.Sector, 88.Sex, 97.Categ_hotel, 93.Edu, 94.Inc, 87.Age, 96.Freq_hotel, 50.LTO, 51.POLY						
d. Predictors: (Constant), HDI, 95.Sector, 88.Sex, 97.Categ_hotel, 93.Edu, 94.Inc, 87.Age, 96.Freq_hotel, 50.LTO, 51.POLY, 54.SPA						
e. Predictors: (Constant), HDI, 95.Sector, 88.Sex, 97.Categ_hotel, 93.Edu, 94.Inc, 87.Age, 96.Freq_hotel, 50.LTO, 51.POLY, 54.SPA, 67.CTX						
f. Predictors: (Constant), HDI, 95.Sector, 88.Sex, 97.Categ_hotel, 93.Edu, 94.Inc, 87.Age, 96.Freq_hotel, 50.LTO, 51.POLY, 54.SPA, 67.CTX, 69.NOR						
g. Predictors: (Constant), HDI, 95.Sector, 88.Sex, 97.Categ_hotel, 93.Edu, 94.Inc, 87.Age, 96.Freq_hotel, 50.LTO, 51.POLY, 54.SPA, 67.CTX, 69.NOR, 73.HAC						
h. Predictors: (Constant), HDI, 95.Sector, 88.Sex, 97.Categ_hotel, 93.Edu, 94.Inc, 87.Age, 96.Freq_hotel, 50.LTO, 51.POLY, 54.SPA, 67.CTX, 69.NOR, 73.HAC, 76.HUN						
i. Predictors: (Constant), HDI, 95.Sector, 88.Sex, 97.Categ_hotel, 93.Edu, 94.Inc, 87.Age, 96.Freq_hotel, 50.LTO, 51.POLY, 54.SPA, 67.CTX, 69.NOR, 73.HAC, 76.HUN, 86.NvE, 85.UvP, 84.AvA, 80.HIE, 78.IND, 81.EvA						

Coeficientes ^a									
Model		Unstandardized coefficients		Standardized coefficients	t	Sig.	Correlations		
		B	Std. Error	Beta			Zero-order	Partial	Part
1	(Constant)	,273	,360		,758	,449			
	87.Age	,057	,036	,056	1,594	,111	,073	,046	,045
	88.Sex	,176	,053	,099	3,301	,001	,073	,095	,094
	93.Edu	,092	,032	,093	2,822	,005	,090	,082	,080
	94.Inc	-,036	,033	-,035	-1,093	,275	,019	-,032	-,031
	95.Sector	,089	,133	,019	,668	,504	,024	,019	,019
	96.Freq_hotel	-,066	,036	-,069	-1,853	,064	,028	-,054	-,053
	97.Categ_hotel	,120	,026	,158	4,618	,000	,137	,133	,131
	IDH	-1,004	,391	-,076	-2,568	,010	-,067	-,074	-,073
2	(Constant)	-1,127	,346		-3,257	,001			
	87.Age	,067	,033	,066	2,040	,042	,073	,059	,053
	88.Sex	,146	,049	,082	2,981	,003	,073	,086	,078
	93.Edu	,077	,030	,078	2,573	,010	,090	,075	,067
	94.Inc	-,049	,030	-,048	-1,626	,104	,019	-,047	-,042
	95.Sector	,156	,122	,033	1,274	,203	,024	,037	,033
	96.Freq_hotel	-,044	,033	-,046	-1,343	,180	,028	-,039	-,035
	97.Categ_hotel	,089	,024	,117	3,711	,000	,137	,107	,097
	IDH	-1,015	,361	-,077	-2,812	,005	-,067	-,082	-,073

3	50.LTO	,180	,017	,285	10,33 3	,000	,348	,288	,270
	51.POLY	,110	,016	,194	7,000	,000	,289	,200	,183
	(Constant)	-1,241	,348		-3,570	,000			
	87.Age	,072	,033	,071	2,206	,028	,073	,064	,057
	88.Sex	,148	,049	,084	3,035	,002	,073	,088	,079
	93.Edu	,081	,030	,082	2,706	,007	,090	,078	,071
	94.Inc	-,044	,030	-,043	-1,471	,142	,019	-,043	-,038
	95.Sector	,151	,122	,032	1,235	,217	,024	,036	,032
	96.Freq hotel	-,043	,033	-,045	-1,317	,188	,028	-,038	-,034
	97.Categ hotel	,088	,024	,115	3,673	,000	,137	,106	,096
	IDH	-1,006	,360	-,076	-2,794	,005	-,067	-,081	-,073
	50.LTO	,176	,017	,277	10,04 3	,000	,348	,281	,262
	51.POLY	,107	,016	,189	6,825	,000	,289	,195	,178
4	54.SPA	,035	,013	,072	2,709	,007	,115	,079	,071
	(Constant)	-1,556	,351		-4,427	,000			
	87.Age	,082	,032	,081	2,512	,012	,073	,073	,065
	88.Sex	,146	,048	,082	3,015	,003	,073	,087	,078
	93.Edu	,072	,030	,074	2,440	,015	,090	,071	,063
	94.Inc	-,042	,030	-,041	-1,404	,161	,019	-,041	-,036
	95.Sector	,178	,121	,038	1,472	,141	,024	,043	,038
	96.Freq hotel	-,046	,032	-,047	-1,406	,160	,028	-,041	-,036
	97.Categ hotel	,090	,024	,118	3,801	,000	,137	,110	,098
	IDH	-,930	,357	-,070	-2,602	,009	-,067	-,076	-,067
	50.LTO	,163	,018	,257	9,289	,000	,348	,261	,240
	51.POLY	,102	,016	,181	6,580	,000	,289	,188	,170
	54.SPA	,029	,013	,060	2,274	,023	,115	,066	,059
5	67.CTX	,069	,015	,123	4,612	,000	,202	,133	,119
	(Constant)	-1,854	,357		-5,189	,000			
	87.Age	,084	,032	,083	2,587	,010	,073	,075	,066
	88.Sex	,154	,048	,087	3,186	,001	,073	,092	,082
	93.Edu	,079	,030	,081	2,688	,007	,090	,078	,069
	94.Inc	-,039	,030	-,038	-1,301	,193	,019	-,038	-,033
	95.Sector	,189	,121	,041	1,568	,117	,024	,046	,040
	96.Freq hotel	-,046	,032	-,048	-1,437	,151	,028	-,042	-,037
	97.Categ hotel	,089	,024	,117	3,776	,000	,137	,109	,097
	IDH	-,832	,356	-,063	-2,337	,020	-,067	-,068	-,060
	50.LTO	,157	,018	,247	8,940	,000	,348	,252	,230
	51.POLY	,097	,016	,171	6,248	,000	,289	,179	,160
	54.SPA	,025	,013	,053	1,991	,047	,115	,058	,051
6	67.CTX	,059	,015	,105	3,919	,000	,202	,113	,101
	69.NOR	,061	,015	,106	3,962	,000	,194	,115	,102
	(Constant)	-1,886	,357		-5,277	,000			
	87.Age	,084	,032	,083	2,596	,010	,073	,075	,067
	88.Sex	,160	,048	,090	3,318	,001	,073	,096	,085
	93.Edu	,080	,030	,082	2,724	,007	,090	,079	,070
	94.Inc	-,038	,030	-,037	-1,280	,201	,019	-,037	-,033
	95.Sector	,192	,120	,041	1,598	,110	,024	,047	,041
	96.Freq hotel	-,047	,032	-,049	-1,474	,141	,028	-,043	-,038
	97.Categ hotel	,092	,024	,121	3,893	,000	,137	,113	,100

	IDH	-,882	,357	-,067	-2,471	,014	-,067	-,072	-,063
	50.LTO	,156	,018	,247	8,928	,000	,348	,252	,229
	51.POLY	,095	,016	,169	6,146	,000	,289	,176	,158
	54.SPA	,022	,013	,045	1,678	,094	,115	,049	,043
	67.CTX	,055	,015	,099	3,668	,000	,202	,106	,094
	69.NOR	,061	,015	,107	3,972	,000	,194	,115	,102
	73.HAC	,022	,013	,047	1,771	,077	,084	,052	,045
7	(Constant)	-1,952	,361		-5,408	,000			
	87.Age	,087	,032	,086	2,679	,007	,073	,078	,069
	88.Sex	,165	,048	,093	3,402	,001	,073	,099	,087
	93.Edu	,080	,030	,082	2,715	,007	,090	,079	,070
	94.Inc	-,038	,030	-,037	-1,284	,199	,019	-,037	-,033
	95.Sector	,197	,120	,042	1,637	,102	,024	,048	,042
	96.Freq_hotel	-,046	,032	-,047	-1,416	,157	,028	-,041	-,036
	97.Categ_hotel	,091	,024	,120	3,872	,000	,137	,112	,099
	IDH	-,840	,358	-,063	-2,345	,019	-,067	-,068	-,060
	50.LTO	,156	,018	,246	8,894	,000	,348	,251	,228
	51.POLY	,095	,016	,168	6,130	,000	,289	,176	,157
	54.SPA	,019	,013	,039	1,437	,151	,115	,042	,037
	67.CTX	,054	,015	,096	3,535	,000	,202	,102	,091
	69.NOR	,057	,016	,100	3,676	,000	,194	,107	,094
	73.HAC	,021	,013	,044	1,648	,100	,084	,048	,042
	76.HUN	,018	,014	,036	1,294	,196	,119	,038	,033
8	(Constant)	-1,931	,371		-5,204	,000			
	87.Age	,071	,032	,070	2,189	,029	,073	,064	,056
	88.Sex	,157	,048	,088	3,250	,001	,073	,095	,083
	93.Edu	,075	,029	,076	2,544	,011	,090	,074	,065
	94.Inc	-,047	,030	-,046	-1,591	,112	,019	-,046	-,040
	95.Sector	,150	,120	,032	1,249	,212	,024	,036	,032
	96.Freq_hotel	-,045	,032	-,047	-1,402	,161	,028	-,041	-,036
	97.Categ_hotel	,092	,023	,121	3,918	,000	,137	,114	,100
	IDH	-,958	,363	-,072	-2,638	,008	-,067	-,077	-,067
	50.LTO	,149	,017	,235	8,532	,000	,348	,242	,217
	51.POLY	,089	,015	,158	5,779	,000	,289	,167	,147
	54.SPA	,030	,013	,063	2,268	,023	,115	,066	,058
	67.CTX	,053	,015	,095	3,505	,000	,202	,102	,089
	69.NOR	,050	,016	,088	3,215	,001	,194	,094	,082
	73.HAC	,018	,013	,038	1,389	,165	,084	,041	,035
	76.HUN	,008	,015	,015	,510	,610	,119	,015	,013
	78.IND	,048	,017	,079	2,745	,006	,154	,080	,070
	80.HIE	,007	,017	,012	,401	,688	,030	,012	,010
	81.EvA	-,038	,018	-,068	-2,159	,031	-,038	-,063	-,055
	84.AvA	,041	,015	,075	2,701	,007	,156	,079	,069
	85.UvP	-,032	,013	-,070	-2,402	,016	-,059	-,070	-,061
	86.NvE	-,004	,012	-,010	-,362	,718	,091	-,011	-,009
a. Dependent variable: Complexity degree									

- **Hierarchical Multiple Regression: Information and communication power (dependent variable)**

Model summary									
Model	R	R square	Adjusted R square	Std. Error of estimate	Change statistics				
					R square change	F change	df 1	df2	Sig. F change
1	,218 ^a	,048	,041	,87235126	,048	7,375	8	1183	,000
2	,406 ^b	,165	,158	,81750213	,117	83,034	2	1181	,000
3	,408 ^c	,166	,158	,81722965	,001	1,788	1	1180	,181
4	,424 ^d	,180	,171	,81098564	,013	19,240	1	1179	,000
5	,444 ^e	,198	,189	,80240916	,018	26,338	1	1178	,000
6	,446 ^f	,199	,189	,80215552	,001	1,745	1	1177	,187
7	,448 ^g	,201	,191	,80137312	,002	3,299	1	1176	,070
8	,481 ^h	,232	,218	,78776721	,031	7,829	6	1170	,000
a. Predictors: (Constant), HDI, 95.Sector, 88.Sex, 97.Categ_hotel, 93.Edu, 94.Inc, 87.Age, 96.Freq_hotel									
b. Predictors: (Constant), HDI, 95.Sector, 88.Sex, 97.Categ_hotel, 93.Edu, 94.Inc, 87.Age, 96.Freq_hotel, 50.LTO, 51.POLY									
c. Predictors: (Constant), HDI, 95.Sector, 88.Sex, 97.Categ_hotel, 93.Edu, 94.Inc, 87.Age, 96.Freq_hotel, 50.LTO, 51.POLY, 54.SPA									
d. Predictors: (Constant), HDI, 95.Sector, 88.Sex, 97.Categ_hotel, 93.Edu, 94.Inc, 87.Age, 96.Freq_hotel, 50.LTO, 51.POLY, 54.SPA, 67.CTX									
e. Predictors: (Constant), HDI, 95.Sector, 88.Sex, 97.Categ_hotel, 93.Edu, 94.Inc, 87.Age, 96.Freq_hotel, 50.LTO, 51.POLY, 54.SPA, 67.CTX, 69.NOR									
f. Predictors: (Constant), HDI, 95.Sector, 88.Sex, 97.Categ_hotel, 93.Edu, 94.Inc, 87.Age, 96.Freq_hotel, 50.LTO, 51.POLY, 54.SPA, 67.CTX, 69.NOR, 73.HAC									
g. Predictors: (Constant), HDI, 95.Sector, 88.Sex, 97.Categ_hotel, 93.Edu, 94.Inc, 87.Age, 96.Freq_hotel, 50.LTO, 51.POLY, 54.SPA, 67.CTX, 69.NOR, 73.HAC, 76.HUN									
h. Predictors: (Constant), HDI, 95.Sector, 88.Sex, 97.Categ_hotel, 93.Edu, 94.Inc, 87.Age, 96.Freq_hotel, 50.LTO, 51.POLY, 54.SPA, 67.CTX, 69.NOR, 73.HAC, 76.HUN, 86.NvE, 85.UvP, 84.AvA, 80.HIE, 78.IND, 81.EvA									

ANOVA ^a						
Model		Sum of square	df	Mean square	F	Sig.
1	Regression	44,899	8	5,612	7,375	,000 ^b
	Residual	900,259	1183	,761		
	Total	945,158	1191			
2	Regression	155,884	10	15,588	23,325	,000 ^c
	Residual	789,274	1181	,668		
	Total	945,158	1191			
3	Regression	157,078	11	14,280	21,381	,000 ^d
	Residual	788,080	1180	,668		
	Total	945,158	1191			
4	Regression	169,732	12	14,144	21,506	,000 ^e
	Residual	775,426	1179	,658		
	Total	945,158	1191			
5	Regression	186,690	13	14,361	22,304	,000 ^f
	Residual	758,468	1178	,644		
	Total	945,158	1191			

6	Regression	187,813	14	13,415	20,849	,000 ^g
	Residual	757,345	1177	,643		
	Total	945,158	1191			
7	Regression	189,932	15	12,662	19,717	,000 ^h
	Residual	755,226	1176	,642		
	Total	945,158	1191			
8	Regression	219,082	21	10,432	16,811	,000 ⁱ
	Residual	726,075	1170	,621		
	Total	945,158	1191			
a. Dependent variable: Information and communication power						
b. Predictors: (Constant), HDI, 95.Sector, 88.Sex, 97.Categ_hotel, 93.Edu, 94.Inc, 87.Age, 96.Freq_hotel						
c. Predictors: (Constant), HDI, 95.Sector, 88.Sex, 97.Categ_hotel, 93.Edu, 94.Inc, 87.Age, 96.Freq_hotel, 50.LTO, 51.POLY						
d. Predictors: (Constant), HDI, 95.Sector, 88.Sex, 97.Categ_hotel, 93.Edu, 94.Inc, 87.Age, 96.Freq_hotel, 50.LTO, 51.POLY, 54.SPA						
e. Predictors: (Constant), HDI, 95.Sector, 88.Sex, 97.Categ_hotel, 93.Edu, 94.Inc, 87.Age, 96.Freq_hotel, 50.LTO, 51.POLY, 54.SPA, 67.CTX						
f. Predictors: (Constant), HDI, 95.Sector, 88.Sex, 97.Categ_hotel, 93.Edu, 94.Inc, 87.Age, 96.Freq_hotel, 50.LTO, 51.POLY, 54.SPA, 67.CTX, 69.NOR						
g. Predictors: (Constant), HDI, 95.Sector, 88.Sex, 97.Categ_hotel, 93.Edu, 94.Inc, 87.Age, 96.Freq_hotel, 50.LTO, 51.POLY, 54.SPA, 67.CTX, 69.NOR, 73.HAC						
h. Predictors: (Constant), HDI, 95.Sector, 88.Sex, 97.Categ_hotel, 93.Edu, 94.Inc, 87.Age, 96.Freq_hotel, 50.LTO, 51.POLY, 54.SPA, 67.CTX, 69.NOR, 73.HAC, 76.HUN						
i. Predictors: (Constant), HDI, 95.Sector, 88.Sex, 97.Categ_hotel, 93.Edu, 94.Inc, 87.Age, 96.Freq_hotel, 50.LTO, 51.POLY, 54.SPA, 67.CTX, 69.NOR, 73.HAC, 76.HUN, 86.NvE, 85.UvP, 84.AvA, 80.HIE, 78.IND, 81.EvA						

Coefficients ^a									
Model		Unstandardized coefficients		Standardized coefficients	t	Sig.	Correlations		
		B	Std. Error	Beta			Zero-order	Partial	Part
1	(Constant)	,783	,364		2,154	,031			
	87.Age	,061	,036	,060	1,702	,089	,022	,049	,048
	88.Sex	,168	,054	,093	3,117	,002	,094	,090	,088
	93.Edu	,063	,033	,063	1,919	,055	,026	,056	,054
	94.Inc	-,063	,033	-,060	-1,886	,060	-,038	-,055	-,054
	95.Sector	-,142	,135	-,030	-1,054	,292	-,022	-,031	-,030
	96.Freq_hotel	-,153	,036	-,157	-4,239	,000	-,067	-,122	-,120
	97.Categ_hotel	,132	,026	,171	5,029	,000	,095	,145	,143
	IDH	-1,021	,395	-,076	-2,586	,010	-,080	-,075	-,073
2	(Constant)	-,482	,356		-1,355	,176			
	87.Age	,072	,034	,071	2,143	,032	,022	,062	,057
	88.Sex	,140	,050	,078	2,775	,006	,094	,080	,074
	93.Edu	,049	,031	,049	1,583	,114	,026	,046	,042
	94.Inc	-,072	,031	-,070	-2,320	,021	-,038	-,067	-,062
	95.Sector	-,081	,126	-,017	-,642	,521	-,022	-,019	-,017
	96.Freq_hotel	-,131	,034	-,134	-3,868	,000	-,067	-,112	-,103
	97.Categ_hotel	,100	,025	,131	4,069	,000	,095	,118	,108

	IDH	-1,022	,371	-,076	-2,752	,006	-,080	-,080	-,073
	50.LTO	,164	,018	,255	9,069	,000	,321	,255	,241
	51.POLY	,097	,016	,170	6,022	,000	,250	,173	,160
3	(Constant)	-,541	,359		-1,510	,131			
	87.Age	,075	,034	,073	2,223	,026	,022	,065	,059
	88.Sex	,141	,050	,078	2,794	,005	,094	,081	,074
	93.Edu	,051	,031	,051	1,643	,101	,026	,048	,044
	94.Inc	-,070	,031	-,067	-2,240	,025	-,038	-,065	-,060
	95.Sector	-,084	,126	-,018	-,663	,507	-,022	-,019	-,018
	96.Freq hotel	-,131	,034	-,134	-3,855	,000	-,067	-,112	-,102
	97.Categ hotel	,100	,025	,130	4,051	,000	,095	,117	,108
	IDH	-1,017	,371	-,076	-2,738	,006	-,080	-,079	-,073
	50.LTO	,161	,018	,251	8,900	,000	,321	,251	,237
	51.POLY	,096	,016	,167	5,918	,000	,250	,170	,157
	54.SPA	,018	,013	,036	1,337	,181	,086	,039	,036
4	(Constant)	-,859	,363		-2,364	,018			
	87.Age	,085	,034	,083	2,538	,011	,022	,074	,067
	88.Sex	,139	,050	,077	2,776	,006	,094	,081	,073
	93.Edu	,042	,031	,042	1,352	,177	,026	,039	,036
	94.Inc	-,067	,031	-,065	-2,173	,030	-,038	-,063	-,057
	95.Sector	-,056	,125	-,012	-,450	,653	-,022	-,013	-,012
	96.Freq hotel	-,133	,034	-,137	-3,969	,000	-,067	-,115	-,105
	97.Categ hotel	,102	,024	,133	4,165	,000	,095	,120	,110
	IDH	-,937	,369	-,070	-2,540	,011	-,080	-,074	-,067
	50.LTO	,150	,018	,233	8,228	,000	,321	,233	,217
	51.POLY	,092	,016	,160	5,707	,000	,250	,164	,151
	54.SPA	,012	,013	,025	,928	,354	,086	,027	,024
	67.CTX	,067	,015	,119	4,386	,000	,187	,127	,116
5	(Constant)	-1,252	,367		-3,408	,001			
	87.Age	,088	,033	,086	2,636	,008	,022	,077	,069
	88.Sex	,149	,050	,083	3,008	,003	,094	,087	,079
	93.Edu	,050	,030	,050	1,639	,101	,026	,048	,043
	94.Inc	-,062	,031	-,060	-2,024	,043	-,038	-,059	-,053
	95.Sector	-,042	,124	-,009	-,336	,737	-,022	-,010	-,009
	96.Freq hotel	-,133	,033	-,137	-4,006	,000	-,067	-,116	-,105
	97.Categ hotel	,099	,024	,129	4,106	,000	,095	,119	,107
	IDH	-,803	,366	-,060	-2,193	,028	-,080	-,064	-,057
	50.LTO	,141	,018	,219	7,801	,000	,321	,222	,204
	51.POLY	,084	,016	,147	5,259	,000	,250	,151	,137
	54.SPA	,007	,013	,015	,546	,585	,086	,016	,014
	67.CTX	,054	,015	,095	3,493	,000	,187	,101	,091
6	69.NOR	,081	,016	,140	5,132	,000	,225	,148	,134
	(Constant)	-1,277	,368		-3,472	,001			
	87.Age	,088	,033	,086	2,641	,008	,022	,077	,069
	88.Sex	,154	,050	,086	3,102	,002	,094	,090	,081
	93.Edu	,051	,030	,051	1,660	,097	,026	,048	,043
	94.Inc	-,062	,031	-,059	-2,007	,045	-,038	-,058	-,052
	95.Sector	-,039	,124	-,008	-,313	,755	-,022	-,009	-,008
	96.Freq hotel	-,134	,033	-,137	-4,024	,000	-,067	-,117	-,105
	97.Categ hotel	,102	,024	,132	4,189	,000	,095	,121	,109

	IDH	-,842	,367	-,063	-2,293	,022	-,080	-,067	-,060
	50.LTO	,141	,018	,219	7,790	,000	,321	,221	,203
	51.POLY	,083	,016	,145	5,177	,000	,250	,149	,135
	54.SPA	,004	,013	,009	,326	,745	,086	,009	,009
	67.CTX	,051	,016	,091	3,305	,001	,187	,096	,086
	69.NOR	,081	,016	,141	5,141	,000	,225	,148	,134
	73.HAC	,017	,013	,036	1,321	,187	,065	,038	,034
7	(Constant)	-1,375	,371		-3,703	,000			
	87.Age	,092	,033	,090	2,764	,006	,022	,080	,072
	88.Sex	,160	,050	,089	3,217	,001	,094	,093	,084
	93.Edu	,050	,030	,050	1,639	,101	,026	,048	,043
	94.Inc	-,062	,031	-,059	-2,009	,045	-,038	-,058	-,052
	95.Sector	-,032	,124	-,007	-,258	,797	-,022	-,008	-,007
	96.Freq_hotel	-,131	,033	-,135	-3,946	,000	-,067	-,114	-,103
	97.Categ_hotel	,101	,024	,131	4,153	,000	,095	,120	,108
	IDH	-,778	,368	-,058	-2,113	,035	-,080	-,061	-,055
	50.LTO	,140	,018	,218	7,759	,000	,321	,221	,202
	51.POLY	,083	,016	,144	5,164	,000	,250	,149	,135
	54.SPA	,000	,014	,001	,020	,984	,086	,001	,001
	67.CTX	,049	,016	,086	3,129	,002	,187	,091	,082
	69.NOR	,075	,016	,131	4,721	,000	,225	,136	,123
	73.HAC	,015	,013	,032	1,162	,246	,065	,034	,030
	76.HUN	,025	,014	,051	1,816	,070	,137	,053	,047
8	(Constant)	-1,371	,379		-3,621	,000			
	87.Age	,073	,033	,071	2,207	,028	,022	,064	,057
	88.Sex	,146	,049	,081	2,973	,003	,094	,087	,076
	93.Edu	,043	,030	,043	1,432	,153	,026	,042	,037
	94.Inc	-,074	,030	-,071	-2,441	,015	-,038	-,071	-,063
	95.Sector	-,094	,123	-,020	-,763	,446	-,022	-,022	-,020
	96.Freq_hotel	-,126	,033	-,129	-3,843	,000	-,067	-,112	-,098
	97.Categ_hotel	,097	,024	,126	4,049	,000	,095	,118	,104
	IDH	-,878	,370	-,066	-2,372	,018	-,080	-,069	-,061
	50.LTO	,131	,018	,204	7,348	,000	,321	,210	,188
	51.POLY	,076	,016	,133	4,815	,000	,250	,139	,123
	54.SPA	,015	,014	,031	1,128	,260	,086	,033	,029
	67.CTX	,049	,015	,087	3,182	,001	,187	,093	,082
	69.NOR	,064	,016	,112	4,032	,000	,225	,117	,103
	73.HAC	,014	,013	,030	1,089	,277	,065	,032	,028
	76.HUN	,011	,015	,023	,747	,455	,137	,022	,019
	78.IND	,076	,018	,124	4,256	,000	,194	,123	,109
	80.HIE	,000	,017	,000	-,010	,992	,012	,000	,000
	81.EvA	-,042	,018	-,075	-2,354	,019	-,039	-,069	-,060
	84.AvA	,033	,016	,058	2,075	,038	,127	,061	,053
	85.UvP	-,049	,014	-,106	-3,608	,000	-,083	-,105	-,092
	86.NvE	,006	,012	,014	,496	,620	,097	,015	,013
a. Dependent variable: Information and communication power									

- **Hierarchical Multiple Regression: Environment and social responsibility (dependent variable)**

Model summary									
Model	R	R square	Adjusted R square	Std. Error of estimate	Change statistics				
					R square change	F change	df1	df2	Sig. F change
1	,141 ^a	,020	,014	,98774999	,020	3,094	8	1214	,002
2	,359 ^b	,129	,122	,93186072	,109	75,994	2	1212	,000
3	,365 ^c	,133	,125	,93015138	,004	5,459	1	1211	,020
4	,391 ^d	,153	,145	,91973810	,020	28,577	1	1210	,000
5	,408 ^e	,167	,158	,91264525	,014	19,881	1	1209	,000
6	,421 ^f	,177	,167	,90746562	,010	14,841	1	1208	,000
7	,421 ^g	,177	,167	,90777106	,000	,187	1	1207	,665
8	,436 ^h	,190	,176	,90257476	,013	3,323	6	1201	,003
a. Predictors: (Constant), HDI, 95.Sector, 88.Sex, 97.Categ_hotel, 93.Edu, 94.Inc, 87.Age, 96.Freq_hotel									
b. Predictors: (Constant), HDI, 95.Sector, 88.Sex, 97.Categ_hotel, 93.Edu, 94.Inc, 87.Age, 96.Freq_hotel, 50.LTO, 51.POLY									
c. Predictors: (Constant), HDI, 95.Sector, 88.Sex, 97.Categ_hotel, 93.Edu, 94.Inc, 87.Age, 96.Freq_hotel, 50.LTO, 51.POLY, 54.SPA									
d. Predictors: (Constant), HDI, 95.Sector, 88.Sex, 97.Categ_hotel, 93.Edu, 94.Inc, 87.Age, 96.Freq_hotel, 50.LTO, 51.POLY, 54.SPA, 67.CTX									
e. Predictors: (Constant), HDI, 95.Sector, 88.Sex, 97.Categ_hotel, 93.Edu, 94.Inc, 87.Age, 96.Freq_hotel, 50.LTO, 51.POLY, 54.SPA, 67.CTX, 69.NOR									
f. Predictors: (Constant), HDI, 95.Sector, 88.Sex, 97.Categ_hotel, 93.Edu, 94.Inc, 87.Age, 96.Freq_hotel, 50.LTO, 51.POLY, 54.SPA, 67.CTX, 69.NOR, 73.HAC									
g. Predictors: (Constant), HDI, 95.Sector, 88.Sex, 97.Categ_hotel, 93.Edu, 94.Inc, 87.Age, 96.Freq_hotel, 50.LTO, 51.POLY, 54.SPA, 67.CTX, 69.NOR, 73.HAC, 76.HUN									
h. Predictors: (Constant), HDI, 95.Sector, 88.Sex, 97.Categ_hotel, 93.Edu, 94.Inc, 87.Age, 96.Freq_hotel, 50.LTO, 51.POLY, 54.SPA, 67.CTX, 69.NOR, 73.HAC, 76.HUN, 86.NvE, 85.UvP, 84.AvA, 80.HIE, 78.IND, 81.EvA									

ANOVA ^a						
Model		Sum of square	df	Mean square	F	Sig.
1	Regression	24,153	8	3,019	3,094	,002 ^b
	Residual	1184,439	1214	,976		
	Total	1208,592	1222			
2	Regression	156,135	10	15,613	17,980	,000 ^c
	Residual	1052,458	1212	,868		
	Total	1208,592	1222			
3	Regression	160,857	11	14,623	16,902	,000 ^d
	Residual	1047,735	1211	,865		
	Total	1208,592	1222			
4	Regression	185,031	12	15,419	18,228	,000 ^e
	Residual	1023,561	1210	,846		
	Total	1208,592	1222			
5	Regression	201,590	13	15,507	18,618	,000 ^f
	Residual	1007,002	1209	,833		
	Total	1208,592	1222			

6	Regression	213,812	14	15,272	18,546	,000 ^g
	Residual	994,781	1208	,823		
	Total	1208,592	1222			
7	Regression	213,966	15	14,264	17,310	,000 ^h
	Residual	994,626	1207	,824		
	Total	1208,592	1222			
8	Regression	230,208	21	10,962	13,457	,000 ⁱ
	Residual	978,384	1201	,815		
	Total	1208,592	1222			
a. Dependent variable: Environment and social responsibility						
b. Predictors: (Constant), HDI, 95.Sector, 88.Sex, 97.Categ_hotel, 93.Edu, 94.Inc, 87.Age, 96.Freq_hotel						
c. Predictors: (Constant), HDI, 95.Sector, 88.Sex, 97.Categ_hotel, 93.Edu, 94.Inc, 87.Age, 96.Freq_hotel, 50.LTO, 51.POLY						
d. Predictors: (Constant), HDI, 95.Sector, 88.Sex, 97.Categ_hotel, 93.Edu, 94.Inc, 87.Age, 96.Freq_hotel, 50.LTO, 51.POLY, 54.SPA						
e. Predictors: (Constant), HDI, 95.Sector, 88.Sex, 97.Categ_hotel, 93.Edu, 94.Inc, 87.Age, 96.Freq_hotel, 50.LTO, 51.POLY, 54.SPA, 67.CTX						
f. Predictors: (Constant), HDI, 95.Sector, 88.Sex, 97.Categ_hotel, 93.Edu, 94.Inc, 87.Age, 96.Freq_hotel, 50.LTO, 51.POLY, 54.SPA, 67.CTX, 69.NOR						
g. Predictors: (Constant), HDI, 95.Sector, 88.Sex, 97.Categ_hotel, 93.Edu, 94.Inc, 87.Age, 96.Freq_hotel, 50.LTO, 51.POLY, 54.SPA, 67.CTX, 69.NOR, 73.HAC						
h. Predictors: (Constant), HDI, 95.Sector, 88.Sex, 97.Categ_hotel, 93.Edu, 94.Inc, 87.Age, 96.Freq_hotel, 50.LTO, 51.POLY, 54.SPA, 67.CTX, 69.NOR, 73.HAC, 76.HUN						
i. Predictors: (Constant), HDI, 95.Sector, 88.Sex, 97.Categ_hotel, 93.Edu, 94.Inc, 87.Age, 96.Freq_hotel, 50.LTO, 51.POLY, 54.SPA, 67.CTX, 69.NOR, 73.HAC, 76.HUN, 86.NvE, 85.UvP, 84.AvA, 80.HIE, 78.IND, 81.EvA						

Coeficientes ^a									
Model		Unstandardized coefficients		Standardized coefficient	t	Sig.	Correlations		
		B	Std. Error	Beta			Zero-order	Partial	Part
1	(Constant)	,132	,407		,324	,746			
	87.Age	,117	,040	,102	2,900	,004	,053	,083	,082
	88.Sex	,091	,060	,046	1,514	,130	,041	,043	,043
	93.Edu	,035	,037	,032	,959	,338	,029	,028	,027
	94.Inc	-,094	,037	-,081	-2,517	,012	-,069	-,072	-,072
	95.Sector	-,144	,151	-,027	-,954	,340	-,019	-,027	-,027
	96.Freq_hotel	-,108	,040	-,099	-2,670	,008	-,048	-,076	-,076
	97.Categ_hotel	,051	,029	,060	1,758	,079	,014	,050	,050
	IDH	,057	,441	,004	,130	,897	,013	,004	,004
2	(Constant)	- 1,064	,397		-2,682	,007			
	87.Age	,128	,038	,112	3,376	,001	,053	,097	,091
	88.Sex	,054	,057	,027	,953	,341	,041	,027	,026
	93.Edu	,022	,035	,020	,626	,532	,029	,018	,017
	94.Inc	-,103	,035	-,088	-2,912	,004	-,069	-,083	-,078

	95.Sector	-,080	,142	-,015	-,563	,573	-,019	-,016	-,015
	96.Freq_hotel	-,082	,038	-,075	-2,149	,032	-,048	-,062	-,058
	97.Categ_hotel	,021	,028	,025	,769	,442	,014	,022	,021
	IDH	-,036	,418	-,002	-,086	,931	,013	-,002	-,002
	50.LTO	,180	,020	,262	9,064	,000	,310	,252	,243
	51.POLY	,082	,018	,133	4,558	,000	,227	,130	,122
3	(Constant)	- 1,168	,398		-2,930	,003			
	87.Age	,134	,038	,117	3,523	,000	,053	,101	,094
	88.Sex	,056	,057	,028	,991	,322	,041	,028	,027
	93.Edu	,025	,035	,023	,731	,465	,029	,021	,020
	94.Inc	-,098	,035	-,084	-2,766	,006	-,069	-,079	-,074
	95.Sector	-,084	,142	-,016	-,595	,552	-,019	-,017	-,016
	96.Freq_hotel	-,081	,038	-,075	-2,129	,033	-,048	-,061	-,057
	97.Categ_hotel	,020	,028	,024	,736	,462	,014	,021	,020
	IDH	-,030	,417	-,002	-,073	,942	,013	-,002	-,002
	50.LTO	,174	,020	,254	8,727	,000	,310	,243	,234
	51.POLY	,078	,018	,127	4,346	,000	,227	,124	,116
	54.SPA	,035	,015	,064	2,336	,020	,121	,067	,063
4	(Constant)	- 1,551	,400		-3,873	,000			
	87.Age	,147	,038	,129	3,905	,000	,053	,112	,103
	88.Sex	,052	,056	,026	,919	,358	,041	,026	,024
	93.Edu	,014	,034	,013	,404	,686	,029	,012	,011
	94.Inc	-,093	,035	-,080	-2,671	,008	-,069	-,077	-,071
	95.Sector	-,049	,141	-,009	-,349	,727	-,019	-,010	-,009
	96.Freq_hotel	-,084	,038	-,077	-2,233	,026	-,048	-,064	-,059
	97.Categ_hotel	,022	,027	,026	,817	,414	,014	,023	,022
	IDH	,061	,413	,004	,149	,882	,013	,004	,004
	50.LTO	,155	,020	,226	7,735	,000	,310	,217	,205
	51.POLY	,071	,018	,114	3,958	,000	,227	,113	,105
	54.SPA	,027	,015	,049	1,788	,074	,121	,051	,047
	67.CTX	,091	,017	,148	5,346	,000	,224	,152	,141
5	(Constant)	- 1,893	,405		-4,676	,000			
	87.Age	,150	,037	,131	4,005	,000	,053	,114	,105
	88.Sex	,060	,056	,030	1,071	,284	,041	,031	,028
	93.Edu	,023	,034	,020	,660	,509	,029	,019	,017
	94.Inc	-,088	,035	-,075	-2,535	,011	-,069	-,073	-,067
	95.Sector	-,037	,139	-,007	-,264	,792	-,019	-,008	-,007
	96.Freq_hotel	-,085	,037	-,078	-2,281	,023	-,048	-,065	-,060
	97.Categ_hotel	,021	,027	,024	,761	,447	,014	,022	,020
	IDH	,178	,410	,012	,435	,664	,013	,013	,011
	50.LTO	,145	,020	,211	7,216	,000	,310	,203	,189
	51.POLY	,062	,018	,100	3,484	,001	,227	,100	,091
	54.SPA	,021	,015	,039	1,429	,153	,121	,041	,038
	67.CTX	,076	,017	,123	4,397	,000	,224	,125	,115
	69.NOR	,078	,018	,125	4,459	,000	,224	,127	,117
6	(Constant)	- 1,947	,403		-4,835	,000			
	87.Age	,150	,037	,131	4,040	,000	,053	,115	,105

	88.Sex	,076	,056	,038	1,355	,176	,041	,039	,035
	93.Edu	,025	,034	,023	,737	,461	,029	,021	,019
	94.Inc	-,086	,034	-,074	-2,498	,013	-,069	-,072	-,065
	95.Sector	-,029	,139	-,005	-,208	,836	-,019	-,006	-,005
	96.Freq hotel	-,087	,037	-,081	-2,358	,019	-,048	-,068	-,062
	97.Categ hotel	,028	,027	,032	1,021	,307	,014	,029	,027
	IDH	,041	,410	,003	,100	,920	,013	,003	,003
	50.LTO	,143	,020	,208	7,161	,000	,310	,202	,187
	51.POLY	,058	,018	,093	3,253	,001	,227	,093	,085
	54.SPA	,012	,015	,021	,780	,435	,121	,022	,020
	67.CTX	,067	,017	,109	3,861	,000	,224	,110	,101
	69.NOR	,078	,018	,124	4,462	,000	,224	,127	,116
	73.HAC	,056	,015	,105	3,852	,000	,168	,110	,101
7	(Constant)	- 1,923	,406		-4,731	,000			
	87.Age	,149	,037	,130	4,001	,000	,053	,114	,104
	88.Sex	,074	,056	,037	1,324	,186	,041	,038	,035
	93.Edu	,025	,034	,023	,739	,460	,029	,021	,019
	94.Inc	-,086	,034	-,074	-2,496	,013	-,069	-,072	-,065
	95.Sector	-,030	,139	-,006	-,219	,827	-,019	-,006	-,006
	96.Freq hotel	-,088	,037	-,081	-2,374	,018	-,048	-,068	-,062
	97.Categ hotel	,028	,027	,033	1,031	,303	,014	,030	,027
	IDH	,025	,411	,002	,061	,951	,013	,002	,002
	50.LTO	,143	,020	,208	7,168	,000	,310	,202	,187
	51.POLY	,058	,018	,094	3,257	,001	,227	,093	,085
	54.SPA	,013	,015	,023	,841	,400	,121	,024	,022
	67.CTX	,068	,017	,110	3,884	,000	,224	,111	,101
	69.NOR	,080	,018	,127	4,461	,000	,224	,127	,116
	73.HAC	,057	,015	,106	3,874	,000	,168	,111	,101
	76.HUN	-,007	,016	-,012	-,433	,665	,098	-,012	-,011
8	(Constant)	- 2,074	,417		-4,971	,000			
	87.Age	,123	,038	,107	3,262	,001	,053	,094	,085
	88.Sex	,071	,056	,036	1,275	,202	,041	,037	,033
	93.Edu	,028	,034	,025	,817	,414	,029	,024	,021
	94.Inc	-,088	,034	-,076	-2,561	,011	-,069	-,074	-,066
	95.Sector	-,068	,139	-,013	-,492	,623	-,019	-,014	-,013
	96.Freq hotel	-,090	,037	-,083	-2,439	,015	-,048	-,070	-,063
	97.Categ hotel	,026	,027	,031	,977	,329	,014	,028	,025
	IDH	,231	,418	,015	,553	,581	,013	,016	,014
	50.LTO	,136	,020	,197	6,782	,000	,310	,192	,176
	51.POLY	,050	,018	,081	2,834	,005	,227	,082	,074
	54.SPA	,017	,016	,031	1,069	,285	,121	,031	,028
	67.CTX	,063	,017	,102	3,599	,000	,224	,103	,093
	69.NOR	,070	,018	,112	3,901	,000	,224	,112	,101
	73.HAC	,049	,015	,092	3,234	,001	,168	,093	,084
	76.HUN	-,005	,017	-,009	-,289	,773	,098	-,008	-,007
	78.IND	,000	,020	-,001	-,024	,981	,110	-,001	-,001
	80.HIE	,002	,019	,003	,109	,913	,055	,003	,003
	81.EvA	-,020	,020	-,031	-,963	,336	,023	-,028	-,025
	84.AvA	,036	,018	,060	2,058	,040	,188	,059	,053

	85.UvP	-,031	,016	-,059	-1,995	,046	-,011	-,057	-,052
	86.NvE	,040	,013	,086	3,008	,003	,177	,086	,078
a. Dependent variable: Environment and social responsibility									

Appendix I

- **MDPREF: matrix of means of service dimensions by country**

	DCI	CL	CPP	CD	ICP	ESR
1: Portugal	10,208	10,331	10,209	10,063	10,207	10,011
2: Spain	9,931	10,174	10,123	10,170	10,176	10,091
3: France	9,394	9,778	9,839	9,768	9,425	10,122
4: Italy	9,692	9,912	10,021	9,573	9,798	9,818
5: Romania	9,889	10,299	9,939	9,930	9,690	9,801
6: Brazil	10,418	10,407	10,357	10,283	10,233	10,161
7: Mexico	10,191	10,377	10,434	10,436	10,362	10,158
8: Uruguay	9,789	10,286	10,265	9,883	10,184	9,537
9: Bolivia	9,798	10,070	10,030	9,885	9,933	9,915
10: Chile	10,480	10,398	10,376	10,436	10,478	10,119